

*County of Marin*  
**HOUSING ELEMENT**

**Adopted June 3, 2003**



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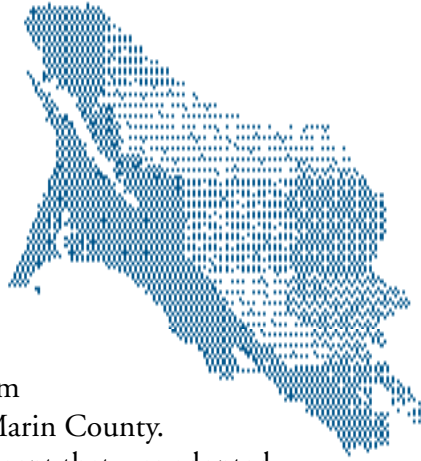


**Draft**  
**Housing Element**

# Introduction

## Housing Element Purpose and Organization

All California cities and counties are required to have a housing element included in their General Plan which establishes housing objectives, policies and programs in response to community housing conditions and needs. This *Draft Housing Element* has been prepared to respond to current and near-term future housing needs in the unincorporated area of Marin County. This *Draft* is an update of the County's Housing Element that was adopted initially in November, 1991 and then readopted with the Countywide Plan Update in January, 1994.



Marin County offers one of the more attractive residential environments in the Bay Area due to the natural beauty, desirable living environment and proximity to San Francisco. Many of the housing problems that exist today, such as low vacancy rates, escalating housing prices and rents, and the overall demand for housing and pressure for growth, are a result of these attractive qualities.

The primary challenge of the Marin County Housing Element is to properly address local housing needs while ensuring that new housing will “fit-in” with the character, quality, environmental constraints and resources that exist. Questions include:

- **What Kind of Housing Do We Need?** What kind of housing (size, type, location and price) best fits with our workforce housing needs, household characteristics, and ability to pay for housing?
- **Where Can We Appropriately Put New Housing?** Where in our communities can additional residential units be accommodated, especially for very low, low, and moderate income households?
- **How Can We Effectively Work Together?** What can the County do—in collaboration with community organizations, other agencies, non-profits, and for-profit developers—to encourage the construction of needed workforce and special needs housing?
- **How Can We Effectively Help Special Needs Groups?** What can be done to assist those households with special needs including, but not limited to the elderly, homeless, people living with physical or mental health disabilities?

The purpose of the housing element is to achieve an adequate supply of safe housing for all residents of Marin, with a particular focus on the unincorporated areas of the county. Housing affordability in Marin County and in the Bay Area as a whole has become an increasingly important issue. This has a number of implications as it

## Housing Element Definitions

**Senior Housing:** Defined by California Housing Element law as projects developed for, and put to use as, housing for senior citizens. Senior citizens are defined as persons 65 years of age or more.

**Persons per Household:** Average number of persons in each household.

**Accessible Housing:** Units accessible and adaptable to the needs of the physically disabled.

**Housing Affordability:** The generally accepted measure for determining whether a person can afford housing means spending no more than 30% of one's gross household income on housing costs, including principal, interest, property taxes and insurance. For example, a school-teacher earning \$34,300 per year can afford \$857 per month for housing. A police officer earning \$57,600 can afford monthly payments up to \$1,440. Households paying more than 30% of their income on housing are considered "overpaying households" by the U.S. Census.

**Median Household Income:** The middle point at which half of the City's households earn more and half earn less. The current median income for a family of four in Marin is \$80,100/year.

**Income Limits:** Income limits are updated annually by the U.S. Department of Housing and Urban Development (HUD) for Marin County. For many State and local programs, State Department of Housing and Community Development (HCD) income eligibility limits are used. HCD income limits regulations are similar to those used by HUD. The most recent HCD income limits can be accessed online at <http://www.hcd.ca.gov>. Income limits as defined by California Housing Element law are:

- **Very Low Income Households:** Households earning less than 50% of the median household income—family of four earning less than \$40,050/year
- **Low Income Households:** Households earning 50-80% of the median household income—family of four earning between \$40,050 and \$64,100/year.
- **Lower Income Households:** Households earning less than 80% of the median income for a family of four.
- **Moderate Income Households:** Households earning 80-120% of the median income—family of four earning between \$64,100 and \$96,100/year.
- **Above Moderate Income Households:** Households earning over 120% of the median household income—family of four earning above \$96,100/year.

becomes more difficult to fill vacant jobs; roadways are clogged with workers traveling longer distances; and many young families, longtime residents, and other community members relocate because they can no longer afford to live in the community.

There are limitations as to what County government can do about these problems due, in part, to the limited availability of developable land. With the exception of some infill and mixed-use sites, most other available residential sites are limited to small or steep parcels and with limitations due to access problems, soil stability, drainage, septic system constraints, parking, and other limitations.

One response to housing concerns has been a process jointly sponsored by all of the local government jurisdictions in Marin — all eleven towns and cities, and the County — to develop "best practices" and participate together, where possible, in developing common strategies to address housing needs. As part of this effort, a *Marin Housing Workbook* was prepared and is included as a reference document for Marin County's Housing Element update.

The Housing Element is divided into four sections. Section 1 contains introductory material and an overview of state law requirements for housing elements. Section 2 contains background analysis of housing needs. Section 3 contains an assessment of housing opportunities. Section 4 contains housing goals and objectives, policies and implementation programs.

## Housing Element Requirements

The Housing Element focuses on the community's housing needs and strategies for meeting those needs. State law defines

the general topics that the County's Housing Element must cover. Specifically, the element must: (1) document housing-related conditions and trends; (2) provide an assessment of housing needs; (3) identify resources, opportunities and constraints to meeting those needs; and (4) establish policies, programs and quantified objectives to address housing needs

### Overview of State Law Requirements

State law establishes requirements for all portions of the General Plan. However, for the Housing Element, the State requirements tend to be more specific and extensive than for other elements. The purpose of a housing element is described in Government Code §65583.

*"The housing element shall consist of an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, and scheduled programs for the preservation, improvement, and development of housing. The housing element shall identify adequate sites for housing, including rental housing, factory-built housing, and mobile-homes, and shall make adequate provision for the existing and projected needs of all economic segments of the community."*

While jurisdictions must review and revise all elements of their General Plan on a regular basis to ensure that they remain up to date (approximately every ten years), State law requires that Housing Elements be reviewed and updated at least every five years. The process of updating Housing Elements is to be initiated by the State through the regional housing needs process, as described later in this document. The last time the State initiated the regional housing needs process was in 1988. The County prepared and adopted a Housing Element in 1991 in response to the State's regional housing needs determinations and in accordance with State law at that time.

State law is also quite specific in terms of what the Housing Element must contain:

- (1) *"An assessment of housing needs and an inventory of resources and constraints relevant to meeting these needs . . ."*
- (2) *"A statement of the community's goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing . . ." and*
- (3) *"A program which sets forth a five-year schedule of actions the local government is undertaking or intends to undertake to implement the policies and achieve the goals and objectives of the housing element through the administration of land use and development controls, provision of regulatory incentives, and the utilization of appropriate federal and state financing and subsidy programs when available . . ."*

Most importantly, the Housing Element must: (1) identify adequate sites with appropriate zoning densities and infrastructure to meet the community's need for housing (including its need for very low, low and moderate income households); and (2) address, and where appropriate and legally possible, remove governmental constraints to housing development.

### The Five-year Action Plan

In establishing housing programs, the Housing Element sets forth a 'Five Year Action Plan' that details the actions, or 'programs,' that will implement the goals and policies. For each program, the Action Plan must identify the agency responsible, the timeframe for implementation, and the number of units that will be constructed, rehabilitated or conserved, or number of households that will be assisted, because of the program.

The primary areas of housing need that must be addressed in the Action Plan include:

- Ensure adequate sites
- Provide assistance to support affordable housing
- Conserve and improve the existing affordable housing stock
- Address and remove governmental constraints
- Promote equal housing opportunities
- Preserve assisted housing

### Review by State HCD

State law requires that every updated Housing Element be submitted to the State of California's Department of Housing and Community Development (HCD) to ensure compliance with the State's minimum requirements. This 'certification' process is unique among the General Plan elements.

Housing Elements are submitted twice to HCD for review and comment: Once during development of the Housing Element (in draft form), and again after adoption of the Housing Element by the local jurisdiction. The first review period requires 60 days and must take place prior to adoption by the Board of Supervisors. During the first review, HCD will submit comment back to the County regarding compliance of the element with State law requirements and HCD guidelines. Modifications to the Draft Housing Element in response to these comments are appropriate. The Board of Supervisors must consider HCD's comments prior to adoption of the Housing Element. The Marin County Planning Commission will also consider HCD comments and possible modifications to the Draft Housing Element.

The second review requires 90 days and takes place *after* adoption. It is after the second review that written findings regarding compliance are submitted to the local government.

### How the Housing Element Was Prepared

The Housing Element must identify community involvement and decision-making processes and techniques that are affirmative steps to get input from low-income persons and their representatives as well as other members of the community. This means that input should be sought, received and considered before the Draft Housing Element is completed. Marin County's Housing Element update process has been built upon the efforts undertaken to date on the *Marin Housing Workbook* (see *Marin*

*Housing Workbook*, Chapter One). In addition, extensive input has been sought as part of the Countywide Plan update process.

In an effort to involve all economic segments of the community, the *Marin Housing Workbook* process, from its inception, was developed through an open, inclusive process. The 4,000 persons and organizations on the mailing list include all housing-related non-profits in Marin County and persons from a mailing list provided by the Marin Housing Authority. In addition, recommendations considered as part of the “best practices”, contained the document, and were made by groups such as the Marin Housing Element Coalition, Greenbelt Alliance and Non-Profit Housing of Northern California. A study session was also conducted with HCD staff and the county’s Planning Directors.

### Housing Element Update Process

Requirements for public participation are described in Section 65583(6)(B)) of the Government Code. To date, materials from the *Marin Housing Workbook* were used at a community workshop conducted for the Countywide Plan. The process is also intended to coordinate among various departments and other local agencies, housing groups, community organizations and housing sponsors in the collection of data and development of “best practices”. Collaboration enhances the effectiveness of housing element programs in indicating “the agencies and officials responsible for the implementation” (Section 65583(c)(6)(B)).

The Housing Element process in Marin County has involved a number of groups and individuals in the process of reviewing current housing conditions and needs and considering potential housing strategies. In an effort to involve all economic segments of the community in Marin County, notices were both published in the Marin Independent Journal and Commuter Times and sent to approximately 4,000 people and organizations on the housing element mailing list. The mailing list includes representatives of groups with special housing needs, tenant and low-income groups, landlords, developers and neighborhood residents as well as County staff members and decision makers.

In November and December 2000, the first of a two part community series was conducted to provide input to the Housing Element. The “First Pass” Vision for Housing series (4 sessions) was conducted in four different areas of the county in order to allow maximum access and participation by the community. Notice of the meeting was sent to over 1,000 individuals and organizations. Approximately 150 people attended the four sessions. On March 20, 2001, a panel of 20 community experts was invited to participate in a working session to provide additional insight into implementation ideas and best practices. Series Two: “Strategies, Discussion and Feedback” began in April 2001 with an “Open House” to develop feedback on ideas and concepts developed previously, as well as to gather additional ideas.

### Countywide Plan Update Process

The Countywide Plan Update process began in 2001 and is targeted for completion December 2003 and adoption in 2004. The work plan includes the following six phases:

- (1) Phase 1 addresses guiding principles.
- (2) Phase 2 includes key issues and trends.
- (3) Phase 3 is the vision and strategies.
- (4) Phase 4 examines alternative analysis.
- (5) Phase 5 is the development of the Draft Plan.
- (6) Phase 6 is the EIR and the review and adoption of the updated plan.

The update process began with the establishment of four Working Groups with approximately 30 community and organizational leaders in each group. The groups have analyzed all available data and are making recommendations for updating policies and implementing the plan. The Planning Commission and the Countywide Planning Agency will also review the plan. The Board of Supervisors will adopt the final plan.

An all-day visioning event was conducted in February 2002 as part of the Countywide Plan update process. The event was a public 'open house' at which there was several stations set up, each on a different subject area where participants could identify their vision for Marin on that topic. Additionally, there were two speakers who ran continuous presentations and interactive discussions. One of these speakers was Tom Jones, a noted expert on housing issues including mixed-use, density with quality design, and dealing with public opposition. An afternoon session consolidated the ideas generated from the morning speakers' sessions and the stations. Housing-related comments were then incorporated into the Draft Housing Element preparation process.



*'Open House' participants reviewing Nov/Dec 2000 Workshops wall-graphics, which were also reduced and included in a Summary Report.*

An abbreviated Draft Housing Element was shared with the Countywide General Plan Working Group in March 2002 for feedback. Ninety individuals were asked for input to the draft. As part of the General Plan update the Working Group and Steering Committee will continue to look to implementation as part of the rezoning process to enact programmatic changes identified in the draft Housing Element. On April 8 2002, the abbreviated draft Housing Element was shared with the County Planning

Commission for feedback. Once HCD has reviewed the draft Housing Element, additional community input will be solicited before adoption.

Throughout the process the minutes, summaries and graphics of the community meetings have been made available through the County's website.

### **Relationship of the Housing Element to Other Countywide Plan Elements**

The Countywide Plan (the County's "General Plan") serves as the 'constitution' for development in the unincorporated portions of Marin County. The long-range planning document describes goals, policies and programs to guide decision-making. Once the general plan is adopted, all development-related decisions in unincorporated areas must be consistent with the plan. If a development proposal is not consistent with the plan, it must be revised or the plan itself must be amended. State law requires a community's General Plan to be internally consistent. This means that the Housing Element, although subject to special requirements and a different schedule of updates, must function as an integral part of the overall General Plan, with consistency between it and the other General Plan elements.

There are 16 community plan areas in the unincorporated area. Each community plan is adopted as part of the Countywide Plan. Community plans further detail the policies of the Countywide Plan as they pertain to specific areas. Policies contained in the community plans, including those related to housing, must be consistent with those in the Countywide Plan, and by extension, its Housing Element.

The updated Countywide Plan will be restructured to collapse 11 existing elements into three. Those are the Natural Systems, the Built Environment and Economy, Equity and Culture. As part of the update process, guiding principles were developed to direct the effort. The Marin Countywide Plan Update Interim Guiding Principles related to housing are excerpted below. (*Underlining added for emphasis*)

***Provide efficient and effective transportation*** — We will expand our public transportation systems to better connect jobs, housing, schools, shopping and recreational facilities. We will provide affordable and convenient transportation alternatives that reduce our dependence on single occupancy vehicles, conserve resources, improve air quality and reduce traffic congestion.

***Supply housing affordable to the full range of our workforce and community*** — We will provide and maintain well designed, energy efficient, diverse housing close to job centers, shopping and transportation links. We will pursue innovative opportunities to finance workforce housing, promote infill development and reuse and redevelop underutilized sites.

***Foster businesses that provide a balance of economic, environmental and social benefits*** — We will retain, expand and attract a diversity of businesses that meet the needs of our residents and strengthen our economic base. We will partner with local employers to address transportation and housing needs.

# Housing Needs Analysis

## Population and Employment

### Projections

Marin County currently has a population of 247,289 people (100% count from the 2000 U.S. Census). Between 2000 and 2040, the California Department of Finance projects that Marin County as a whole will grow at an average annual rate of 0.5%, which amounts to about 1,220 people per year or roughly 500 households per year countywide.

The projections shown in Table 1 are for Marin County as a whole. Table 1A breaks out the change within the unincorporated area of the county. Over the next 20 years the ratio of employed residents per job is expected to decrease from 1.14:1 in 2000 to 1.11:1 in 2020, with an increase of 26,700 employed residents and an increase of 27,000 local jobs. Countywide, about 71% of the 27,000 new jobs expected to be created in the next 20 years are anticipated to be in the relatively lower paying services and retail sectors.

**Table 1: Bay Area and Marin County Projections (1995-2020)**

Location	1995	2000	2005	2010	2015	2020	Change 2000-2020
<b>Bay Area Regional Total</b>							
Population	6,394,300	6,930,600	7,380,100	7,631,400	7,832,600	8,026,900	+1,096,300
Households	2,329,690	2,438,060	2,553,930	2,656,650	2,753,440	2,839,630	+401,570
Average Household Size	2.68	2.78	2.83	2.81	2.79	2.77	-0.01
Employed Residents	3,127,800	3,538,000	3,799,000	4,017,500	4,230,700	4,438,300	+900,300
Jobs	3,227,390	3,688,590	3,966,990	4,227,560	4,460,660	4,687,950	+999,360
Employed Residents/Job	0.97	0.96	0.96	0.95	0.95	0.95	-0.01
Jobs/Household	1.39	1.51	1.55	1.59	1.62	1.65	+0.14
<b>Marin County</b>							
Population	238,500	250,400	259,900	267,900	272,400	275,400	+25,000
Households	97,110	99,500	102,550	106,180	109,300	111,430	+11,930
Average Household Size	2.37	2.43	2.45	2.44	2.41	2.39	-0.04
Employed Residents	128,000	140,400	148,100	156,200	162,400	167,100	+26,700
Jobs	112,290	123,510	132,180	136,800	143,590	150,510	+27,000
Employed Residents/Job	1.14	1.14	1.12	1.15	1.13	1.11	-0.03
Percent of Bay Area Populatio	3.70%	3.60%	3.50%	3.50%	3.50%	3.40%	-0.20%
Percent of Bay Area Jobs	3.50%	3.30%	3.30%	3.20%	3.20%	3.20%	-0.10%
Jobs/Household	1.16	1.24	1.29	1.28	1.31	1.35	+0.11

Source: Association of Bay Area Governments, "Projections 2000"

There are many benefits of having a balance between jobs and employed residents, including a labor supply more closely matched to local employment needs, less congested freeways, reduced fuel consumption and improved air quality, reduced

Table 1A: Projected Numeric Change in the Unincorporated Area from 2000 to 2020

Location	Population	Households	Employed Residents	Jobs	Jobs per Household	Employed Residents/Job
Marin Unincorporated	1,560	810	1,660	410	0.00	0.11
Marin County Total	25,000	11,930	26,700	27,000	0.11	-0.03

Source: Association of Bay Area Governments, "Projections 2000"

expenditures on major transportation projects, and savings in travel time for both businesses and individuals. However, a 1.0 to 1.0 ratio between jobs and employed residents does not guarantee a reduction in commute trips. Although Marin County is expanding its job base, many residents still commute elsewhere to work, while many of the people who work in Marin County live elsewhere due to high housing costs and availability, or other lifestyle choices. Therefore, even with a 1:1 ratio of jobs to housing, cities or counties can continue to exchange workers regardless of a correlation of employed residents to total jobs. Therefore, a focus of the Housing Element is to address the issue of matching housing costs and types to the needs and incomes of the community's workforce.

### Population Trends

The greatest increase in population age groups over the next 40 years is expected to be elderly and young adult households, which tend to have the lowest income levels. According to the 2000 U.S. Census, 23.5% of all households in Marin County are age 65 or older. The median age in Marin County is 41.3 years.

According to the California Department of Finance, the elderly population is expected to comprise 26% of the population increase in Marin over the next 40 years, with the greatest percentage increase in those elderly over 75 years of age. The Marin Commission on Aging (MCA) predicts even greater increases in Marin's elderly population. By the year 2020, according to MCA, one out of every three Marin residents will be 60 years of age or older. MCA predicts this age group will nearly double in size from 40,000 to 74,000 persons by 2020. Three out of four individuals of the "oldest old", 85 years of age or greater, are expected to be women.

## Housing Conditions

### Housing Types and Production

Detached single-family homes are the majority of residential units in Marin County, comprising about 60% of the total housing stock. In the unincorporated area of the County, the proportion of single-family homes is higher, at 77% of total units. Rental apartments are the next most common housing types, comprising about 29% of the total units; condominiums and townhomes comprise about 9%, and mobilehomes about 2%. Between 1990 and 2000 a total of 5,500 units (about 550 per year) were added to the housing stock, with multifamily housing comprising about 27% and

single family housing comprising 63% of the total units added. Based on 2000 data from the California Department of Finance, the unincorporated area has 22,201 single-family homes (82% of all housing stock) and 4,886 multi-family homes (18% of all housing stock), for a total of 27,087 homes. Table 2 shows the breakdown of housing by type.

**Table 2: Number of Single Family and Multiple Family Homes Added by Jurisdiction (1990-2000)**

Year	Single Family Detached	%	Single Family Attached	%	Single Family Total	% of Total Units	2 to 4 Units	%	5 or More Units	%	Multi Family Total	% of Total Units	Total Housing Units Added
Belvedere	12	100%	0	0%	12	100%	0	n/a	0	n/a	0	0%	+12
Corte Madera	164	96%	7	4%	171	90%	18	100%	0	0%	18	10%	+189
Fairfax	40	100%	0	0%	40	100%	0	n/a	0	n/a	0	0%	+40
Larkspur	98	100%	0	0%	98	29%	7	3%	235	97%	242	71%	+340
Mill Valley	106	92%	9	8%	115	91%	0	0%	11	100%	11	9%	+126
Novato	930	89%	110	11%	1,040	77%	22	7%	289	93%	311	23%	+1,351
Ross	17	100%	0	0%	17	100%	0	n/a	0	n/a	0	0%	+17
San Anselmo	39	100%	0	0%	39	91%	4	100%	0	0%	4	9%	+43
San Rafael	409	70%	174	30%	583	34%	123	11%	1,025	89%	1,148	66%	+1,731
Sausalito	37	109%	-3	-9%	34	64%	9	47%	10	53%	19	36%	+53
Tiburon	326	94%	20	6%	346	100%	-2	n/a	3	n/a	1	0%	+347
Marin Unincorp.	917	95%	51	5%	968	77%	50	18%	234	82%	284	23%	+1,252
<b>Marin Co. Total</b>	<b>3,095</b>	<b>89%</b>	<b>368</b>	<b>11%</b>	<b>3,463</b>	<b>63%</b>	<b>231</b>	<b>11%</b>	<b>1,807</b>	<b>89%</b>	<b>2,038</b>	<b>37%</b>	<b>+5,501</b>

Source: California Department of Finance, 1990-2000

## Age and Condition of the Housing Stock

About two-thirds of the existing homes in Marin County were built more than 30 years ago. In general, the condition of the housing stock in Marin County is good. The CDBG Rehabilitation Loan Program provided 21 loans totaling \$480,000 in 2000. The program has served 533 low and very-low-income homeowners throughout the County since its inception, with 214 of those homes are in the unincorporated area. The program expects to provide loans to 99 homes during this Housing Element period. Specific programs include single-family home repair loans, emergency repair and accessibility grants, exterior enhancement rebates, weatherization and home security grants for seniors, and a multi-family rehabilitation loan program. County policies have continued to support and expand these efforts.

## Household Characteristics

### Household Types

The Census Bureau in their count defines a household as all persons who occupy a housing unit, including families, single people, or unrelated persons. Persons living in licensed facilities or dormitories are not considered households. There were 100,650 households in Marin County in 2000, of which about 60 percent were families and 40 percent were non-family households. About 30% of all households were people

**Table 3: Distribution of Households By Type**

Jurisdiction	Family Households	Family Age 65+	Single Person Households	Single Person Age 65+	Non-Family Household (2+)	Non-Family (2+) Age 65+	Total Households	Total HH Age 65+
Marin Unincorporated	16,333	3,520	6,642	1,994	2,459	327	25,434	5,841
Marin County Total	60,679	12,830	30,041	9,613	9,930	1,171	25,434	23,614

Source: 2000 U.S. Census

living alone, with about one-third of those being individuals who are age 65 or over — representing about 10 percent of all households. Table 3 shows the distribution of households by type in 2000.

According to the 2000 Census, the average household size in Marin County was 2.40 persons. The countywide average household size is expected to increase to 2.41 by 2005, before declining to 2.39 by 2020. Compared to the rest of the Bay Area, Marin County's average household size is lower, averaging 0.3 fewer persons per household.

Small households generate less impact on a per unit basis than larger households, although, high housing prices can force people to share living accommodations, thereby increasing household size. Marin County's aging population, discussed earlier, also reduces the occupancy rate as children move out and mortality increases. On average, renter households in Marin County (2.21 persons per household in 2000) are smaller than owner households (2.42 persons per household in 2000).

### Housing Tenure

Tenure refers to whether a housing unit is rented or owned. According to the 2000 Census figures, there were 64,024 owner-occupied units in Marin County (61 percent of all units) and 36,626 renter-occupied units (35 percent of the total) in the year 2000. This is an increase in the percentage of owner-occupied units in comparison to 1990 (when 59 percent were owner-occupied and 36 percent were rented), which also reflects that a higher proportion of single-family homes were built as compared to multi-family units. In the unincorporated area of Marin County, as shown in Table 4, there is even a higher rate of ownership, with 66% of the units being owner-occupied (65% in 1990), and 27% being renter-occupied (29% in 1990).

### Vacancy Rate Trends

The vacancy rates for housing in Marin County (from the 1990 and 2000 U.S. Census) have decreased since 1990, when the Census recorded a vacancy rate of 4.7 percent. In 2000, the total vacancy rate was recorded at 4.1 percent. However, the effective vacancy rate for rental housing units is 2.2 percent, which excludes units that are unavailable as long-term rentals. The 2.2 percent figure is indicative of a very tight rental housing market in which demand for units exceeds the available supply. Based on rent level surveys, the rental vacancy rate is most likely much tighter for units affordable to very low, low and even moderate-income households. Table 5 shows vacancy rates in Marin County in 2000.

**Table 4: Housing Units by Tenure by Jurisdiction (1990 and 2000)**

		----- 1990 -----				----- 2000 -----			
		Renter	Owner	Vacant	Total	Renter	Owner	Vacant	Total
Belvedere		223	741	73	1,037	239	717	103	1,059
	Percent	22%	71%	7.0%	100%	23%	68%	9.7%	100%
Corte Madera		1,087	2,490	140	3,717	1,038	2,738	74	3,850
	Percent	29%	67%	3.8%	100%	27%	71%	1.9%	100%
Fairfax		1,250	1,842	133	3,225	1,275	2,031	112	3,418
	Percent	39%	57%	4.1%	100%	37%	59%	3.3%	100%
Larkspur		2,811	2,911	243	5,965	3,081	3,061	271	6,413
	Percent	76%	78%	3.8%	160%	80%	80%	7.0%	167%
Mill Valley		2,072	3,883	178	6,133	2,121	4,026	139	6,286
	Percent	34%	63%	2.9%	100%	34%	64%	2.2%	100%
Novato		6,947	11,289	546	18,782	6,009	12,515	470	18,994
	Percent	37%	60%	2.9%	100%	32%	66%	2.5%	100%
Ross		45	679	51	775	98	663	44	805
	Percent	6%	88%	6.6%	100%	12%	82%	5.5%	100%
San Anselmo		1,766	3,364	195	5,325	1,751	3,516	141	5,408
	Percent	33%	63%	3.7%	100%	32%	65%	2.6%	100%
San Rafael		9,240	11,055	846	21,141	10,346	12,025	577	22,948
	Percent	44%	52%	4.0%	100%	45%	52%	2.5%	100%
Sausalito		2,103	1,990	285	4,378	2,166	2,088	257	4,511
	Percent	48%	45%	6.5%	100%	48%	46%	5.7%	100%
Tiburon		1,107	2,166	170	3,443	1,121	2,591	181	3,893
	Percent	32%	63%	4.9%	100%	29%	67%	4.6%	100%
Unincorporated		7,364	16,581	1,891	25,836	7,381	18,053	1,971	27,405
	Percent	29%	65%	7.4%	102%	27%	66%	7.2%	100%
<b>Total County</b>		36,015	58,991	4,751	99,757	36,626	64,024	4,340	104,990
	Percent	36%	59%	4.8%	100%	35%	61%	4.1%	100%

Source: California Department of Finance; U.S. Census, 2000; Baird + Driskell

**Table 5: Vacancy Status for Vacant Housing Units by Jurisdiction (2000)**

	<i>Effective</i>		Rented or		For Seasonal/	For	Other	Total	Vacancy
	For	<i>Vacancy %</i>	For	Sold/Not	Occasional/	Migrant			
	Rent	<i>for Rentals</i>	Sale	Occupied	Rec Use	Workers	Vacant	Vacant	Rate for All Units
Belvedere	10	4.0%	4	11	59	0	19	103	9.7%
Corte Madera	20	1.9%	9	9	14	1	21	74	1.9%
Fairfax	42	3.2%	13	8	27	0	22	112	3.3%
Larkspur	70	2.2%	18	18	94	0	71	271	4.2%
Mill Valley	36	1.7%	24	20	28	0	31	139	2.2%
Novato	151	2.5%	120	75	51	0	73	470	2.5%
Ross	6	5.8%	3	3	11	0	21	44	5.5%
San Anselmo	34	1.9%	9	19	31	0	48	141	2.6%
San Rafael	181	1.7%	108	40	111	0	137	577	2.5%
Sausalito	68	3.0%	12	36	106	0	35	257	5.7%
Tiburon	36	3.1%	18	23	77	0	27	181	4.6%
Unincorporated	152	2.0%	86	138	1,293	5	297	1,971	7.2%
<b>Total County</b>	806	2.2%	424	400	1,902	6	802	4,340	4.1%

Source: U.S. Census, 2000; Baird + Driskell

In general, a higher vacancy rate is considered necessary by housing experts to assure adequate choice in the marketplace and to temper the rise in home prices. A 5.0 percent rental vacancy rate is considered necessary to permit ordinary rental mobility. In a housing market with a lower vacancy rate, tenants will have difficulty locating appropriate units and strong market pressure will inflate rents. Thus, the 1990's have seen a significant tightening in the local housing market, a phenomenon that has been experienced in many Bay Area communities. Nationwide, there was a sharp drop in multifamily housing construction during the 1990's, which contributed to low vacancy rates and rising rents. According to a study conducted by University of Southern California demographer and planner Dowell Myers, the reason for the drop was due to the loss of federal tax credits, local resistance to apartment construction, litigation and liability issues, and population changes.

In addition, the lower the vacancy rate the greater the tendency for landlords to discriminate against potential renters. Fair Housing of Marin is a civil rights agency that investigates housing discrimination, including discrimination based on race, origin, disability, gender, and children. Their caseload consists almost entirely of renters. The organization receives approximately 1,200 inquiries a year, of which about 250 are discrimination complaints that are fully investigated. Fair Housing of Marin also educates landowners on fair housing laws, provides seminars in English, Spanish, and Vietnamese on how to prepare for a housing search and recognize discrimination, and education programs on the importance of community diversity in schools, which includes an annual "Fair Housing" poster contest.

#### What Various Jobs Pay (2000)

##### ■ Examples of Very Low Income Jobs (Maximum of \$28,050/year or \$2,338/month for a single person household)

Bookkeeper/Accountant  
Cashier  
Restaurant Cook  
Customer Service Representative  
Emergency Medical Technician  
Pharmacy Aide  
Receptionist  
Recreation Worker  
Retail Salesperson  
Childcare Instructor, City of San Rafael, \$18,432/yr.  
Housing Assistline Worker, Marin Housing, \$25,956/yr.

##### ■ Examples of Low Income Jobs (Maximum of \$44,850/year or \$3,738/month for a single person household)

Park Ranger  
Experienced Carpenter  
Electrician  
Elementary School Teacher  
Financial Manager  
Courtroom Clerk, County Courts, \$39,180/yr.  
Custodian, County of Marin, \$31,848/yr.  
Dispatcher, County of Marin, \$36,432/yr.  
Elections Clerk, County of Marin, \$31,956/yr.  
Family Support Officer, County of Marin, \$32,796/yr.  
Open Space Ranger, County of Marin, \$40,212/yr.  
Small Claims Advisor, County Courts, \$31,284/yr.  
Street Maintenance Worker, Fairfax, \$28,836/yr.  
Children's Librarian, Corte Madera, \$42,828/yr.  
Customer Service Rep, MMWD, \$42,840/yr.  
Account Clerk II, San Rafael, \$34,632/yr.

##### ■ Examples of Moderate Income Jobs (Maximum of \$67,300/year or \$5,608/month for a single person household)

Nurse Practitioner  
Fire Inspector  
Police Supervisor  
Mechanical Engineer  
Pharmacist  
Administrative Analyst, San Rafael, \$53,052/yr.  
Entry Level Firefighter, San Rafael, \$51,192/yr.  
Police Officer, Twin Cities, \$57,600/yr.

### Overcrowding

Overcrowded housing is defined by the US Census as units with more than one inhabitant per room, excluding kitchens and bathrooms. Year 2000 Census data on overcrowding are not yet available. In 1990, as shown in Table 6, the incidence of overcrowding in Marin County was one percent for owner-occupied units, and six percent for rental units. However, it is likely that 1990 Census counts of overcrowding underestimated the actual occurrence, as households living in overcrowded situations were unlikely to provide accurate data on other household members who might be living in the unit illegally or in violation of their rental agreement.

It is also likely that the incidence of overcrowding has *increased* over the 1990 levels, given the increase in housing prices relative to local incomes, the increase in the average household and family size, and the very low vacancy rates reported in the Census statistics. It should also be noted that studies show that overcrowding results in a multitude of negative public health indicators, including increased transmission of tuberculosis and hepatitis. In addition, studies show increases in domestic violence, sexual assault, mental health problems and substance abuse related to overcrowded living conditions.

**Table 6: Overcrowded Housing Units by Tenure by Jurisdiction**  
(Housing Units with More Than One Person Per Room)

		Renters <sup>1</sup>	Owners <sup>1</sup>	Total <sup>2</sup> Overcrowded	Total Occupied Housing Units
Unincorporated		300	102	402	23,945
	Percent	4%	1%	2%	
Total County		2,056	418	2,474	95,006
	Percent	6%	1%	3%	
Bay Area		122,399	54,424	176,823	2,246,242
		13%	4%	8%	
California		876,133	339,482	1,215,615	10,381,206
		19%	6%	12%	

<sup>1</sup>Shows the percentage of overcrowded renter or owner housing units

<sup>2</sup>Shows the percentage of overcrowded housing to total housing units

Source: U.S. Census, 1990

## Housing Costs, Household Income and the Ability to Pay for Housing

### Household Income

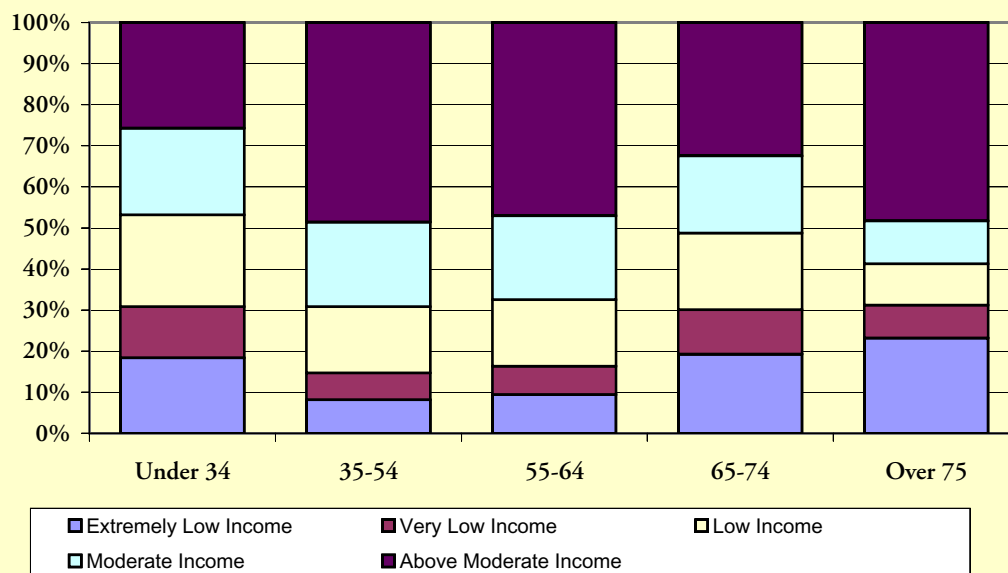
Income is defined as wages, salaries, pensions, social security benefits, and other forms of cash received by a household. Non-cash items, such as Medicare and other medical insurance benefits, are not included as income. It is generally expected that people can afford to pay about a third of their income on housing. Housing cost includes principal, interest, property taxes and insurance, but not utilities, food, etc. It is therefore critical to understand the relationship between household incomes and housing costs to determine how affordable—or unaffordable—housing really is.

It is currently estimated that 39% of all Marin County households (see graph below) fall in the extremely low, very low and low-income categories, earning less than 80% of median income. There is an even a greater proportion of very low and low-income households among renters. It is estimated in 2000 that 55% of all renters in Marin County fall in the extremely low, very low and low-income categories, earning less than \$64,100 for a family of four. Although the average household income in Marin County has been increasing, the number of households that fall in these income categories has also increased.

Information on household income by household size is maintained by the U.S. Department of Housing and Urban Development (HUD) for each county and updated annually. Income categories are defined as a percentage of Marin County Median Household Income for four person households: (1) *Extremely Low Income*—Below 35% of median income; (2) *Very-Low Income*—Below 50% of median income; (3) *Low Income*—50-80% of Marin County median income; (4) *Moderate Income*—80-120% of Marin County median income; and (5) *Above-Moderate Income*—120% and above.

Figures 1, 2 and 3 below and on the next page show a breakdown of current households in Marin County by age of householder and income category. While middle age households (35-54 years of age) comprise the majority of households in Marin County, proportionately the most significant very low income housing need is in younger households (under 34) and seniors (65 years plus).

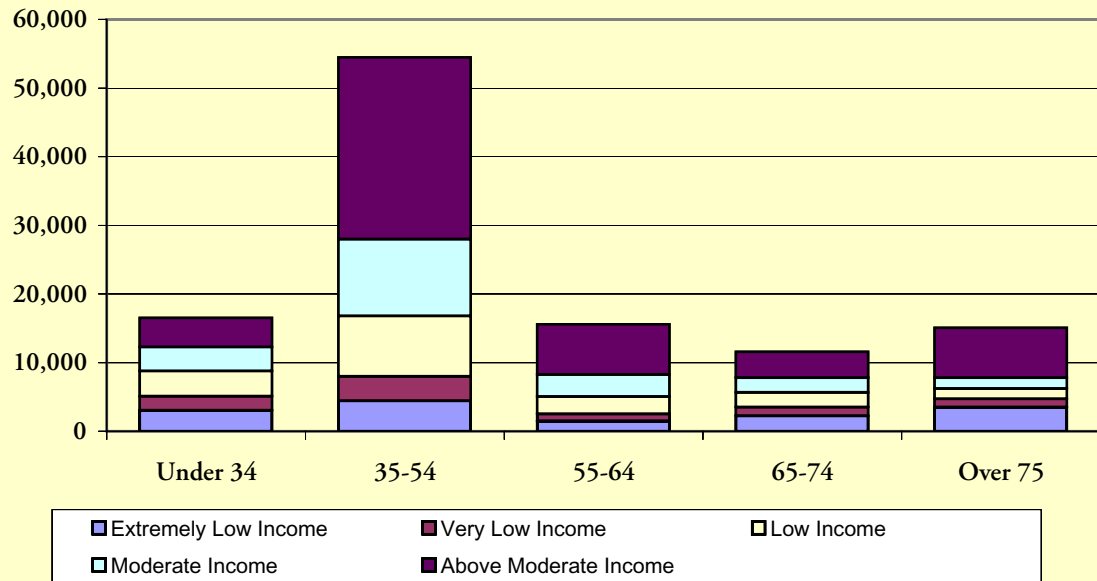
Figure 1: Estimated Distribution of Marin County Households by Age (2000)



### Sales Prices and Rents

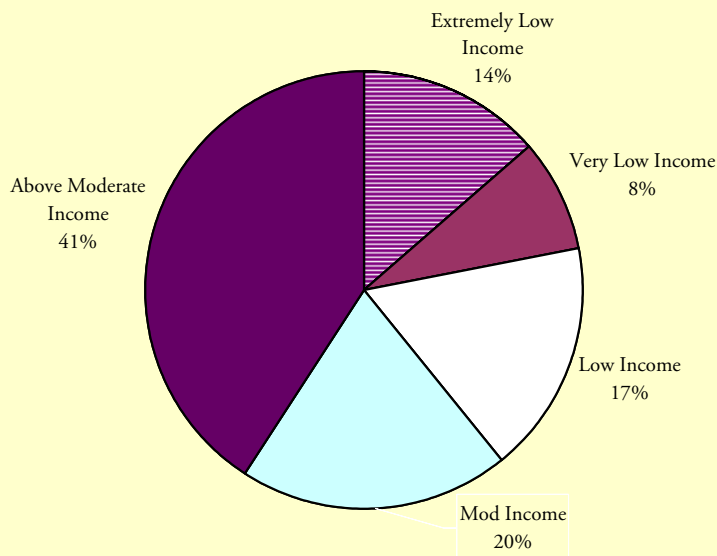
From 1993 to 2000 the median home sales price in Marin County increased from \$314,250 to \$523,000. The median price for a single family detached home in Marin

Figure 2: Estimated Distribution of All Households in Marin County by Age and Income



County in 2000 was \$599,000, requiring an income over \$150,000 per year to qualify for a loan. The median price of a townhome or condominium in 2000 was \$315,000, which would require an income over \$84,000 per year to qualify for a conventional loan.

Figure 2.20: Distribution of Marin County Households By Income Category (2000)



According to rental data compiled by Michael Burke of Frank Howard Allen, rents in Marin County have increased 23% over the last two years for one-bedroom units and 22% for two-bedroom units. The average rent for a one-bedroom unit in Marin County increased from \$775 in 1992 to \$1,334 in the third quarter of 2000. The average rent for a two-bedroom unit in Marin County increased from \$931 in 1992 to \$1,607 in the third quarter of 2000. Table 7 shows average rents in Marin County in 1999 and 2000 as compiled by RealFacts, Inc.

**Table 7: Marin County Average Rent by Unit Type in Apartment Complexes of Over 50 Units, 1999-2000**

Type of Unit	Jan-Mar 1999	April-June 1999	July-Sept 1999	Oct-Dec 1999	Jan-Mar 2000	April-June 2000	July-Sept 2000	Oct-Dec 2000	Last Four Quarters Change +/-	Average 1999	Average 2000	% Change Jan 2000 - Dec 2000	% Change Jan 1999 - Dec 2000
Bed/Bath													
0/1	\$855	\$870	\$891	\$922	\$942	\$981	\$1,020	\$1,024	11.1%	\$885	\$992	8.7%	19.8%
1/1	\$1,172	\$1,195	\$1,220	\$1,247	\$1,264	\$1,326	\$1,419	\$1,480	18.7%	\$1,209	\$1,372	17.1%	26.3%
2/1	\$1,237	\$1,248	\$1,278	\$1,312	\$1,333	\$1,397	\$1,440	\$1,508	14.9%	\$1,269	\$1,420	13.1%	21.9%
2/2	\$1,505	\$1,533	\$1,578	\$1,620	\$1,656	\$1,724	\$1,883	\$1,921	18.6%	\$1,559	\$1,796	16.0%	27.6%
2 TH	\$1,550	\$1,579	\$1,601	\$1,521	\$1,528	\$1,699	\$1,757	\$1,790	17.7%	\$1,563	\$1,694	17.1%	15.5%
3/2	\$1,923	\$1,909	\$2,017	\$2,075	\$2,087	\$2,331	\$2,640	\$2,621	26.3%	\$1,981	\$2,420	25.6%	36.3%
3 TH	\$1,911	\$1,948	\$1,958	\$2,130	\$2,130	\$2,346	\$2,396	\$2,382	11.8%	\$1,987	\$2,314	11.8%	24.6%
Average	\$1,356	\$1,376	\$1,414	\$1,446	\$1,466	\$1,558	\$1,687	\$1,750	21.0%	\$1,398	\$1,615	19.4%	29.1%
Overall													
Occupancy	97.2%	97.5%	97.8%	97.3%	98.2%	98.7%	98.8%	97.7%	0.4%	98.3%	98.4%	-0.5%	0.5%
Vacancy	2.8%	2.5%	2.2%	2.7%	1.8%	1.3%	1.2%	2.3%		2.6%	1.7%		

Source: RealFacts, Inc., 2001

### The Ability to Pay for Housing

Housing that costs 30% or less of a household's income is referred to as "affordable housing." Because household incomes and sizes vary, the price, which is considered "affordable" for each household also varies. For example, a large family with one small income could afford a different type of housing than a double-income household with no children.

Households 'overpay' for their housing when they must pay more than 30 percent of their income on housing. Because income and housing cost data from the 2000 Census are not yet available, estimates of current overpayment in Marin County are based on 1990 Census data applied to 2000 data on housing tenure. Approximately 47 percent of renters are estimated to be overpaying for housing (i.e., paying greater than 30 percent of their income on housing) in 2000, while approximately one-third of owners are overpaying for housing.

Tables 8 and 9 below translate each of the income categories into 'affordable rents' and 'affordable home prices.' These are the rents and home prices that a household earning that level of income could be expected to pay if they were to spend 30 percent of their income on housing (33% for owner-occupied housing). The exact amount that one could pay would of course depend on the amount of down payment and the specific terms of their mortgage. These are rough calculations, meant as 'indicators' only. They demonstrate the "gap" between market prices and affordability at various income levels.

Given the household income trends and housing cost trends discussed previously, it is reasonable to conclude that the incidence of overpayment for very low, low and

Table 8: Estimate of the Ability to Pay for Sales Housing (2001)

Household Size and Income Category	Monthly Income	Annual Income	"Rule of Thumb"	Median Priced Single Family Detached Unit	Gap Between	Median Priced Townhouse and Condo Unit	Gap Between
			Home Price at Four Times Annual Income		"Rule of Thumb" Price and Median SFD Unit		"Rule of Thumb" Price and Median TH/C Unit
Single Person							
Extremely Low Income	\$1,638	\$19,650	\$78,600	\$599,000	-\$520,400	\$315,000	-\$236,400
Very Low Income	\$2,338	\$28,050	\$112,200	\$599,000	-\$486,800	\$315,000	-\$202,800
Low Income	\$3,738	\$44,850	\$179,400	\$599,000	-\$419,600	\$315,000	-\$135,600
Median Income	\$4,671	\$56,050	\$224,200	\$599,000	-\$374,800	\$315,000	-\$90,800
Moderate Income	\$5,608	\$67,300	\$269,200	\$599,000	-\$329,800	\$315,000	-\$45,800
Two Persons							
Extremely Low Income	\$1,871	\$22,450	\$89,800	\$599,000	-\$509,200	\$315,000	-\$225,200
Very Low Income	\$2,671	\$32,050	\$128,200	\$599,000	-\$470,800	\$315,000	-\$186,800
Low Income	\$4,271	\$51,250	\$205,000	\$599,000	-\$394,000	\$315,000	-\$110,000
Median Income	\$5,342	\$64,100	\$256,400	\$599,000	-\$342,600	\$315,000	-\$58,600
Moderate Income	\$6,408	\$76,900	\$307,600	\$599,000	-\$291,400	\$315,000	-\$7,400
Four Persons							
Extremely Low Income	\$2,338	\$28,050	\$112,200	\$599,000	-\$486,800	\$315,000	-\$202,800
Very Low Income	\$3,338	\$40,050	\$160,200	\$599,000	-\$438,800	\$315,000	-\$154,800
Low Income	\$5,342	\$64,100	\$256,400	\$599,000	-\$342,600	\$315,000	-\$58,600
Median Income	\$6,675	\$80,100	\$320,400	\$599,000	-\$278,600	\$315,000	\$5,400
Moderate Income	\$8,008	\$96,100	\$384,400	\$599,000	-\$214,600	\$315,000	\$69,400

Source: Baird + Driskell/Community Planning; RealFacts, Inc., 2001

Table 9: Estimate of the Ability to Pay for Rental Housing (2001)

Household Size and Income Category	Monthly Income	Rent @ 30%		Average Rent (4Q2000) for the Smaller Unit	Ability to Pay "Gap" for Smaller Unit	Average Rent (4Q2000) for the Larger Unit	Ability to Pay "Gap" for Larger Unit
		of Monthly Income	Expected Unit Size				
Single Person							
Extremely Low Income	\$1,638	\$491	0-1 BR	\$1,024	-\$533	\$1,480	-\$989
Very Low Income	\$2,338	\$701	0-1 BR	\$1,024	-\$323	\$1,480	-\$779
Low Income	\$3,738	\$1,121	0-1 BR	\$1,024	\$97	\$1,480	-\$359
Median Income	\$4,671	\$1,401	0-1 BR	\$1,024	\$377	\$1,480	-\$79
Moderate Income	\$5,608	\$1,683	0-1 BR	\$1,024	\$659	\$1,480	\$203
Two Persons							
Extremely Low Income	\$1,871	\$561	1-2 BR	\$1,480	-\$919	\$1,508	-\$947
Very Low Income	\$2,671	\$801	1-2 BR	\$1,480	-\$679	\$1,508	-\$707
Low Income	\$4,271	\$1,281	1-2 BR	\$1,480	-\$199	\$1,508	-\$227
Median Income	\$5,342	\$1,603	1-2 BR	\$1,480	\$123	\$1,508	\$95
Moderate Income	\$6,408	\$1,923	1-2 BR	\$1,480	\$443	\$1,508	\$415
Four Persons							
Extremely Low Income	\$2,338	\$701	2-3 BR	\$1,508	-\$807	\$2,621	-\$1,920
Very Low Income	\$3,338	\$1,001	2-3 BR	\$1,508	-\$507	\$2,621	-\$1,620
Low Income	\$5,342	\$1,603	2-3 BR	\$1,508	\$95	\$2,621	-\$1,019
Median Income	\$6,675	\$2,003	2-3 BR	\$1,508	\$495	\$2,621	-\$619
Moderate Income	\$8,008	\$2,403	2-3 BR	\$1,508	\$895	\$2,621	-\$219

Source: Baird + Driskell/Community Planning; RealFacts, Inc., 2001

moderate-income households may increase in the future. Overpaying households are shown in Table 10. It should be noted as well, that owners are given tax breaks for mortgage interest payments while renters are not. In fact, by far the largest (and often least recognized) federal housing subsidy is for mortgage and property tax deductions.

Market prices for single-family homes are out of reach for many people who work in Marin County. However, average market rate rental housing is affordable at the moderate-income level for a two person household with both persons employed.. It can be concluded from analysis that new rental housing at market rates can provide a portion of the County's moderate income housing need.

## Special Housing Needs

### Overview

In addition to overall housing needs, the County must plan for housing special need groups. To meet the community's special housing needs (including the needs of the local workforce, seniors, people living with disabilities, agricultural workers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, single with no children, and large households), Marin County must be creative and look to new ways of increasing the supply, diversity and affordability of this specialized housing stock.

There are 3,226 deed restricted affordable housing units throughout Marin County. All existing deed restricted affordable housing units represent 3.0% of all the housing units in Marin County based on the 2000 Census data. Special needs housing stock is 54.7 % of all the established deed restricted affordable housing units throughout Marin County. Of the total deed restricted units 2,385 (74%) are rental units, 401 (12%) are home ownership units, 145 (4%) are cooperative housing, 99 (3%) are transitional housing and 196 (6%) are either renter or owner units not previously counted. If all the units in the pipeline were constructed, the total affordable housing stock would increase by 49%.

There is a continuum of housing types which address special needs, beginning with independent living (owning or renting),

**Table 10: Estimated Overpaying Households by Tenure by Jurisdiction (2000)**  
(Households Paying More Than 30% of Their Income on Housing)

	Renters <sup>1</sup>	Owners <sup>1</sup>	Total <sup>2</sup> Overpaying	Total Households
Belvedere	102	193	295	956
Percent	43%	27%	31%	
Corte Madera	523	796	1,319	3,776
Percent	50%	29%	35%	
Fairfax	608	743	1,350	3,306
Percent	48%	37%	41%	
Larkspur	1,477	1,038	2,514	6,142
Percent	48%	34%	41%	
Mill Valley	1,146	1,387	2,533	6,147
Percent	54%	34%	41%	
Novato	2,556	4,047	6,603	18,524
Percent	43%	32%	36%	
Ross	0	236	236	761
Percent	0%	36%	31%	
San Anselmo	973	1,162	2,135	5,267
Percent	56%	33%	41%	
San Rafael	5,519	3,586	9,104	22,371
Percent	53%	30%	41%	
Sausalito	877	624	1,501	4,254
Percent	41%	30%	35%	
Tiburon	402	762	1,164	3,712
Percent	36%	29%	31%	
Unincorporated	2,992	6,144	9,136	25,434
Percent	41%	34%	36%	
<b>Total County</b>	17,174	20,718	37,892	100,650
Percent	47%	32%	38%	

<sup>1</sup>Shows the percentage of renter or owner households overpaying

<sup>2</sup>Shows the percentage of total households overpaying

Source: Ca. Dept. of Finance; Census, 1990 and 2000; Baird + Driskell

**Table 11: Deed Restricted Housing Units Constructed by Jurisdiction (1988-1998)**  
(Units with Deed Restrictions Establishing Below Market Rate Rents or Sales Price)

	Total BMR Units Added	ABAG 1988-1998 BMR Need	Percent of ABAG Need Met	Total Housing Units Built	Percent BMR of Total Units
Unincorporated	258	125	206%	1,252	21%
<b>Total County</b>	258	5,653	5%	1,252	21%

Source: Ca. Dept. of Finance; ABAG; Barbara Collins, Marin County Affordable Housing Strategist, 2001

**Table 12: Programs Administered by Marin Housing (2000)**

Type of Housing Program	Unincorp.	
	Area	Countywide
Section 8 Rental Assistance	170	1859
Conventional Public Housing	416	496
MHA-Owned Rental Housing	0	83
Rebate for Marin Renters	20	64
Mortgage Credit Certificates	78	268
Residential Rehabilitation Loans	214	533
Shelter Plus Care	3	65
Housing Assistline	400	2174
Housing Opportunities for People with AIDS (HOPWA)	0	114
Rental Deposit Guarantees	12	91
Note: These figures do not include all subsidized units in Marin County as many projects are owned and/or managed by nonprofit organizations		
Source: Marin Housing, 2001		

assisted living, group home and skilled nursing facilities, residential treatment (licensed facilities), supportive housing, transitional housing, detoxification programs, Safe Haven, and emergency shelter. Many of the housing options for special needs housing is service enriched, meaning services are offered to tenants to help them achieve maximum independence.

The Marin Housing Authority (MHA) administers the Section 8 Voucher Program that provides housing opportunities for 4,917 people (in 1,859 units). The waiting list for the Section 8 Program can be as long as five years due to the number of individuals and families who are in need of affordable housing. The Shelter Plus Care Program also administered by MHA, provides 65 rental subsidies linked with supportive services to 78 individuals who are homeless and living with a mental health disability. There are 98 rental subsidies for 114 people living with HIV/AIDS independently in the community who are served through the Housing Opportunities for People With AIDS Programs (HOPWA). Additional programs offer services to specific special needs populations housed through Marin Housing Authority which assist tenants in maintaining their housing. These programs target services to frail seniors, families to become self-sufficient, and at risk populations with a substance abuse and/or mental health disability.

Additional evidence of need is illustrated by the waiting list for the Section 8 Program, which the Marin Housing Authority opened in Spring, 2000 with the following results: (1) 2,486 households submitted applications; (2) 1,715 or 68% live or work in Marin County; (3) 242 households or 14.1% were from the unincorporated area of Marin County; (4) in Marin County, half of the applications were from families, one-quarter from disabled/handicapped, one-tenth from elderly households, and one-ninth from single person households; and (5) 60% of the applications were from non-Hispanic / Caucasian families, 26% from African American families, 14% from Hispanic families, 9% from Asian families, and 1% from Native American families. The MHA has recently changed their waiting list policy and will be conducting an annual application and lottery process to allow greater opportunity to more people and maintain a “fresher” list.

## Seniors

Senior households can be defined, in part, by the age distribution and demographic projections of a community's population. This identifies the maximum need for senior housing. Particular needs, such as the need for smaller and more efficient housing, for barrier-free and accessible housing, and for a wide variety of housing with health care and/or personal services should be addressed, as should providing a continuum of care as elderly households develop health care needs. There is a dramatic increase in dementia as people reach 75 years of age, and there is a significant need in Marin for dementia facilities or opportunities for seniors to remain with their family, such as in a "granny" or "in-law" second unit.

As shown below, there are currently 5,309 households in the unincorporated area of Marin County headed by a person age 65 or more. Of those, 85% own their home and 15% are renters. Typical housing to meet the needs of seniors include smaller attached or detached housing for independent living (both market rate and below market rate); second units; shared housing; age-restricted subsidized rental developments; congregate care facilities; licensed facilities; and skilled nursing homes. There is also a need for senior housing where an "in-home" caregiver can reside.

Many seniors in Marin are "overhoused," or living in a home far larger than they need or want, and with appropriate affordable housing options a significant number of seniors would be more willing to vacate their own homes for smaller units increasing housing options for families. The increasing longevity of people and the increasing number of seniors in the population in Marin County will create additional need for affordable housing and specialized housing for older residents. This has the following implications:

**Table 13: Number of Households Headed by Seniors (2000)**  
(Householder Age 65 or More)

	Renter Households	Owner Households	Total Large Households
Unincorporated	771	4,538	5,309
Percent	15%	85%	21%
<b>Total County</b>	<b>4,446</b>	<b>17,160</b>	<b>21,606</b>
Percent	21%	79%	21%

*Total senior households percentage is the percentage of ALL households*

Source: U.S. Census, 2000

- (1) Marin has a limited supply of vacant residential land. Senior projects would compete with non-age-restricted housing for this land, and additional housing for area workers and families is an important need.
- (2) Senior households on fixed incomes have limited resources for home improvements to maintain or rehabilitate older housing.
- (3) Many seniors can become "trapped" in large houses due to upkeep expenditures and house payment increases that would result from moving into a smaller housing unit.

Most of the licensed facilities in Marin no longer take low and very low-income seniors. Average basic rent is currently about \$3,500 per month for a single bed (room, bathroom, and three meals/day). For a couple, the costs are greater. Personal care is an additional cost above the basic housing charge. There are currently about 400 units of senior market rate assisted living facilities in Marin County that have been approved. The Marin County Public Guardian's Office must place very frail and very low income seniors in other counties or in skilled nursing facilities due to the lack of availability of affordable assisted living in Marin County.



*'TELL US' workshop — Small group discussion.*

The lack of very low-income beds in Marin facilities has also resulted in high cost expenditures by the County's Department of Health and Human Services for out of county placements. Requiring these facilities to provide inclusionary housing units or beds is an issue being considered by a number of Marin jurisdictions. Some ordinances require residential care facilities for the elderly in projects of 10 or more units (beds) to set aside a minimum of 10% of the units (beds) for persons of low and very low income. How to pay for the personal care is one of the challenges with these ordinances.

Many supportive housing developments for the elderly are built using HUD's Section 202 and 202/8 programs, which provide direct loan financing. Non-profit organizations have been instrumental in obtaining the resources to construct and operate the developments, but housing authorities and for-profit developers are also potential development project sponsors.

### People Living with Physical and Mental Disabilities

People living with disabilities represent a wide range of different housing needs, depending on the type and severity of their disability as well as personal preference and lifestyle. Some of the considerations and accommodations that are important in serving this need group are: (1) the design of barrier-free housing; (2) accessibility modifications; (3) proximity to services and transit; (4) on-site services; and, (5) mixed income diversity and group living opportunities. Incorporating barrier-free design in all new multifamily housing is especially important to provide the widest range of choice. The California and federal Fair Housing laws also require doing so. Special consideration should also be given to the issue of income and affordability, as many people with disabilities are living on fixed incomes.

As the population ages, handicapped accessible housing will become even more in need. Consideration can be given to handicapped dwelling conversion (or adaptability) and appropriate site design. Buckelew Programs, Alegria, Marin Association for Retarded

Citizens and the Marin Center for Independent Living serve people living with disabilities. The County Department of Health and Human Services offers supportive housing and services to individuals with mental health disabilities. The department also administers the Housing Opportunities for People with Aids Program that provides rental subsidies with services. The Marin Center for Independent Living, for example, serves approximately 4,000 people a year throughout Marin County. Most of their clients live under the poverty level, and their average client earns about \$7,200 annually.

### Single Parent and Female-Headed Households

Female-headed households may need affordable housing with day care and recreation programs on-site or nearby, in proximity to schools and access to services. These households, like many large households, may have difficulty in finding appropriately sized housing. Despite fair housing laws, discrimination against children may make it more difficult for this group to find adequate housing. Women in the housing market, including but not limited to, the elderly, low and moderate-income earners and single parents, face significant difficulties finding housing. Both ownership and rental units are extremely expensive relative to the incomes of many people in this population category.

### Large Families

Large households, defined as households with five or more persons, tend to have difficulties purchasing housing because large housing units are rarely affordable and rental units with three or more bedrooms are not common. The recently released 2000 Census data (see Table 14) show that 7% of Marin's households were "large families" (i.e., five people or more). The Census data show that slightly over half (57.4%) of larger households in the county live in owner-occupied units. In the unincorporated area of the county, there are 1,678 large households, which comprise 7% of all households. Of those, 73% are owner-occupied households and 27% are renters.

**Table 14: Number of Large Households (2000)**  
(Households with Five or More Persons)

	Renter Households	Owner Households	Total Large Households
Unincorporated	447	1,231	1,678
Percent	27%	73%	7%
<b>Total County</b>	2,908	3,917	6,825
Percent	43%	57%	7%
<i>Total large households percentage is the percentage of ALL households</i>			
Source: U.S. Census, 2000			

For above-moderate income households, the County's housing stock offers a choice of housing to large families. It is likely that there is a shortage of larger affordable units, which continues to be a factor throughout Marin today, especially the lack of larger rental units. This assumption is further supported by indicators related to overcrowded housing, since large families typically represent a significant portion of the population living in overcrowded housing conditions.

### Farmworker/Agricultural Workers

State law requires that housing elements evaluate the needs of farmworker housing in the local jurisdiction. Although ABAG did not assess the regional need for additional farmworker housing in the Bay Area. Most if not all Marin County residents employed in farming/agricultural occupations are employed in wholesale and horticulture businesses and there are no localized needs for seasonal farmworker housing. There was little migrant worker housing identified in Marin County in the 1990 Census. *(The 1990 Census reported only 17 housing units in the entire county to be for migrant farm workers.)* Marin County is working with ranch owners and code enforcement to address agricultural workers' housing needs. In West Marin, housing for agricultural workers and ranch workers is provided as part of employment. Most workers reside with family members who supply the workforce that help support non-agricultural businesses.

### Individuals and Families Who Are Homeless

Homeless individuals and families have immediate housing needs. They also have one of the most difficult sets of housing needs to meet, due to both the diversity and complexity of the factors that lead to homelessness, and to community opposition to siting housing that serves homeless individuals and families.

Homeless people face the ultimate housing deprivation. The homeless population in California is estimated at approximately one percent of the state's total population, about a third of which are families. This may be significantly under-reported as there is no data kept or required by the state on homelessness. Homelessness and at-risk of homelessness is an important countywide concern. The key findings of a 1999 study conducted under the Marin Continuum of Housing and Services (a collaboration of over twenty Marin organizations providing housing and related services to homeless and at-risk) were as follows:

- (1) Approximately 7% of Marin County households live below the poverty level and about one-quarter of the people living below poverty are children.
- (2) Over 6% of Marin's population was either homeless or in imminent risk of becoming homeless at some point in 1999.
- (3) 2,698 households comprising 4,281 people were homeless in Marin at some point in 1999, with 1,104 of those being children (25.7%).
- (4) 4,266 households comprising 11,090 people were at imminent risk of losing their housing during 1999. Nearly half of the at-risk households were families with children.
- (5) Over half of the at-risk households were working families, with incomes

averaging \$947 per month (20% of the median income and 31% of a “living wage” in Marin County).

- (6) Over 5,100 Marin children were either homeless or at imminent risk of homelessness in 1999.

The County’s Zoning Ordinance does not establish impediments to the construction of homeless shelters. Under current zoning, a shelter could be allowed in areas zoned for office or commercial uses and some residential districts with a Use Permit.

Under a Use Permit, the County can apply standards for homeless shelters as conditions of approval addressing a variety of issues related to: (1) exterior design (such as landscaping, lighting and parking); (2) interior features (such as safes, laundry, and shower facilities); and (3) shelter operations (such as house rules or shelter operation). Marin County contributed \$100,000 from In Lieu Housing Trust Funds to the Hamilton New Beginnings Shelter that serves homeless persons countywide. CDBG/HOME funds are allocated to programs serving the homeless.



*‘Experts’ Work Session participants group discussion.*

### **“At Risk” Housing**

Government Code Section 65583 requires each city and county to conduct an analysis and identify programs for preserving assisted housing developments. The analysis is required to identify any low-income units that are at risk of losing deed restricted subsidies in the next 10 years.

Based on a study in 2001 conducted by Barbara Collins, Marin County Affordable Housing Strategist, there are 3,226 deed restricted affordable housing units currently in Marin County. There are an additional 1,597 proposed units in various stages of the development process. For planning purposes, deed restrictions for 33.1% of the established affordable housing stock will expire in the next 15 years. Countywide, developments which are “at risk” of expiring through to the year 2006 contain 825 units eligible to convert to market rate units based on funding restrictions, with some exceptions. Of the 825 units, 58 units are designated in the Below Market Rate program managed by Marin Housing Authority, and are generally restricted permanently with a slight cost increase to cover resale or legal expenses. There are no units “at-risk” of converting to market rate within the unincorporated portions of the county. Beginning in the year 2007 through 2012 there will be 266 units “at risk” of converting to market rate in Marin County. Of these, 91 are BMR units subject to resale controls. CDBG and HOME funds would be accessed to preserve the units.

Program actions to preserve “at risk” units include working with the property owners and/or other parties to ensure that they are preserved as part of the county’s affordable

housing stock. A key component of the actions will be to identify additional funding sources and timelines for action, as described in the programs section.

Marin County has nine units of Below Market Rate home ownership units that will be preserved under deed-restriction. The Marin Housing Authority processes all resales or loan defaults to protect the affordability range for all Marin County BMR units. One other development that is deed restricted in Marin City that consists of 24 senior rental units is under the Marin County Redevelopment Agency control and will remain affordable.

## Evaluation of the Current Housing Element

Table 15: Affordable Housing Units Built or Approved by Jurisdiction (1988-1999)

	Very Low Income	Low Income	Moderate Income	Total Units
<b>Belvedere</b>	3	8	0	11
ABAG 1988-1998 Need	1	1	1	3
Percent of ABAG Need Met	300%	800%	0%	367%
<b>Corte Madera</b>	7	27	15	49
ABAG 1988-1998 Need	74	66	88	228
Percent of ABAG Need Met	9%	41%	17%	21%
<b>Fairfax</b>	19	71	12	102
ABAG 1988-1998 Need	54	41	52	147
Percent of ABAG Need Met	35%	173%	23%	69%
<b>Larkspur</b>	8	49	28	85
ABAG 1988-1998 Need	156	123	164	443
Percent of ABAG Need Met	5%	40%	17%	19%
<b>Mill Valley</b>	12	5	0	17
ABAG 1988-1998 Need	28	22	28	78
Percent of ABAG Need Met	43%	23%	0%	22%
<b>Novato</b>	0	50	856	906
ABAG 1988-1998 Need	777	648	864	2,289
Percent of ABAG Need Met	0%	8%	99%	40%
<b>Ross</b>	0	0	0	0
ABAG 1988-1998 Need	2	2	2	6
Percent of ABAG Need Met	0%	0%	0%	0%
<b>San Anselmo</b>	0	14	1	15
ABAG 1988-1998 Need	9	8	9	26
Percent of ABAG Need Met	0%	175%	11%	58%
<b>San Rafael</b>	56	196	255	507
ABAG 1988-1998 Need	738	527	703	1,968
Percent of ABAG Need Met	8%	37%	36%	26%
<b>Sausalito</b>	3	7	6	16
ABAG 1988-1998 Need	56	41	59	156
Percent of ABAG Need Met	5%	17%	10%	10%
<b>Tiburon</b>	16	3	0	19
ABAG 1988-1998 Need	65	54	65	184
Percent of ABAG Need Met	25%	6%	0%	10%
<b>Unincorporated</b>	153	230	0	383
ABAG 1988-1998 Need	44	34	47	125
Percent of ABAG Need Met	348%	676%	0%	306%
<b>Total County</b>	277	660	1,173	2,110
ABAG 1988-1998 Need	2,004	1,567	2,082	5,653
Percent of ABAG Need Met	14%	42%	56%	37%

Source: Housing Need Determination, 1988; Local Jurisdictions, 2000

### Overview

From an overall standpoint, the goals, objectives, policies and programs in the current Housing Element have been very successful. Below is a description of specific accomplishments by the County over the past several years. A more detailed description of current Housing Element program accomplishments is included in Appendix A.

The County exceeded its overall 'fair-share' allocation, adding 1,073 total housing units during the last planning period. The County exceeded its very low, low and moderate-income allocation by 436 units. An additional 100 low-income units had also been approved but were on lands subsequently annexed to the City of Novato.

*The County has been successful in the use of second units in adding affordable housing stock. Over 166 second units were constructed or legalized during the planning period, of which 63 were affordable to low and very-low income households. The*

*County conducts an anonymous, but geographically sensitive survey of second unit property owners to ascertain what rents are charged and what amenities are included with the rent.*

### 1991 Housing Element Policy and Program Accomplishments

Inclusionary lot and unit requirements for projects of ten or more units have been increased from 10% to 15% with the intent that the inclusionary units be provided on-site. If that is not feasible then off-site units or payment of an in-lieu fee may be permitted. There were several projects identified in the 1994 plan, which would be eligible for in-lieu fee fund support. Most of these projects have been constructed.

The County has studied mixed-use zoning districts, which generally would have non-residential uses on the first floor and residential units on upper floors, or 'horizontal' mixed use with residential and non-residential uses mixed in a low-rise development. Mixed uses are already permitted in certain zoning districts and expansion of this concept is being evaluated as part of the Development Code update.

The County has also amended the zoning ordinance to allow higher residential densities for multi-family housing developments where affordable units are constructed. Up to 80 units at 16 units per acre may be permitted under this program.

There are many ongoing programs that are generally administered by either the Marin Housing Authority or the Federal Grant Program of the Community Development Agency. Funding for these programs varies and is dependent on allocations from the federal government. Key program areas are mortgage certificate assistance, federal Section 8 programs, housing voucher assistance, and rental deposit guarantees. New construction programs include the Inclusionary Ordinance, second units, and Section 202 construction loans. Rehabilitation assistance is also available for existing units through loans, energy conservation incentives, and home equity conversion loans for seniors. Marin County Redevelopment Agency funds (20%) set aside for very low, low and moderate income households had been dedicated in its entirety to the repayment of the Cal HFA loan that Bridge Housing obtained to develop Braun Court in Marin City. The repayment schedule commits the funds for forty years.

The County has adopted policies supporting shared housing, co-housing, and village cluster developments. Regulations have also been adopted incorporating the requirements of the Americans with Disabilities Act and to enable continuum of care facilities for the elderly, provide flexibility with parking standards for affordable projects, and encourage the construction and/or location of group homes and residential care facilities. There is ongoing enforcement of equal opportunity laws and discrimination cases.

The County has adopted policies encouraging the siting of medical and child care services near clients' residences. Policies also require sufficient pedestrian and bicycle access to residential developments and connections to transit facilities.

# Housing Opportunities Analysis

## ABAG Regional Housing Needs Determinations

One unique aspect of State Housing Element law is the idea of “regional fair share.” Every city and county in the State of California has a legal obligation to respond to its fair share of the projected future housing needs in the region in which it is located. For the unincorporated area of Marin County and other Bay Area jurisdictions, the regional housing need is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional housing need number established by the State. ABAG’s allocations are based on analysis of:

- The vacancy rate in each town and the existing need for housing it implies;
- The projected growth in the number of households;
- The local and regional distribution of income; and
- The need for housing generated by local job growth.

Table 16 summarizes the housing need determinations for all of the jurisdictions in Marin County. Marin County’s ‘fair share’ of the regional housing need within the unincorporated area is a total of 521 units between January, 1999 and June, 2006, with the following income breakdown: 85 units affordable to *very low income* households (16.3 percent of the total); 48 units affordable to *low income* households (9.2 percent of the total); 96 units affordable to *moderate income* households (18.4 percent of the total); and 292 units affordable to *above moderate income* households (46.0 percent of the total).

Every Housing Element must demonstrate that the local jurisdiction has made adequate provision to support the development of housing at various income levels (very low, low, moderate and above moderate) to meet its ‘fair share’ of the existing and

**Table 16: ABAG Housing Needs Determinations by Jurisdiction (January, 1999 to June, 2006)**

Location	Very Low	Percent Need	Low	Percent Need	Moderate	Percent Need	Above Moderate	Percent Need	Total Need	Percent of County
Belvedere	1	10.0%	1	10.0%	2	20.0%	6	60.0%	10	0.2%
Corte Madera	29	16.2%	17	9.5%	46	25.7%	87	48.6%	179	2.7%
Fairfax	12	18.8%	7	10.9%	19	29.7%	26	40.6%	64	1.0%
Larkspur	56	18.5%	29	9.6%	85	28.1%	133	43.9%	303	4.7%
Mill Valley	40	17.8%	21	9.3%	56	24.9%	108	48.0%	225	3.5%
Novato	476	18.4%	242	9.4%	734	28.4%	1,130	43.8%	2,582	39.6%
Ross	3	14.3%	2	9.5%	5	23.8%	11	52.4%	21	0.3%
San Anselmo	32	21.5%	13	8.7%	39	26.2%	65	43.6%	149	2.3%
San Rafael	445	21.3%	207	9.9%	562	26.9%	876	41.9%	2,090	32.1%
Sausalito	36	17.4%	17	8.2%	50	24.2%	104	50.2%	207	3.2%
Tiburon	26	15.9%	14	8.5%	32	19.5%	92	56.1%	164	2.5%
Marin Unincorporated	85	16.3%	48	9.2%	96	18.4%	292	56.0%	521	8.0%
<b>Marin County Total</b>	<b>1,241</b>	<b>19.0%</b>	<b>618</b>	<b>9.5%</b>	<b>1,726</b>	<b>26.5%</b>	<b>2,930</b>	<b>45.0%</b>	<b>6,515</b>	<b>100.0%</b>

Source: Association of Bay Area Governments, "Housing Needs Determinations", 2000

projected regional housing need. The ABAG Regional Housing Needs Determination figures for all jurisdictions in the Bay Area can be found on the ABAG website at <http://www.abag.ca.gov>. The most recent HCD income limits, by county and size of household, can be accessed online at <http://www.hcd.ca.gov>. Income limits are updated annually by the US Department of Housing and Urban Development (HUD) for each county. For many State and local programs, the State Department of Housing and Community Development (HCD) income eligibility limits are used. HCD income limits are similar to those used by HUD.

By way of comparison, it is currently estimated that 39% of all Marin County households fall in the very low and low-income category (as compared to housing need for the 1999-2006 time period of 25.5% of the units in those income categories). Information on household income by household size is maintained by the U.S. Department of Housing and Urban Development (HUD) for each county. The table below lists approved or built units from 1999-2001 by need group as defined in the ABAG Fair Share Housing Needs.

Table 17 shows the County's progress to date (since January, 1999) in meeting the 1999-2006 regional housing needs. Table 18 provides a summary of all anticipated units by income category and program or site that are anticipated as a result of implementing Housing Element programs during the entire planning period (from January, 1999 until July, 2006).

**Table 17: Housing Units Built in Unincorporated Marin County by Income Category (1999-2001)**

	Very Low Income	Low Income	Moderate Income	Subtotal Affordable Units	Above Moderate Income	Total
Regional 'Fair Share' Housing Need	85	48	96	229	292	521
Total Housing Units Built	4	12	61	77	255	332
Units Built as a Percentage of ABAG Need	5%	25%	64%	34%	87%	64%

*Source: Baird + Driskell/Community Planning; RealFacts, Inc., 2001*

As shown in Table 15, the County met and far exceeded its fair share responsibilities for the last planning period (1988-1998). As can be seen in Table 18, the County expects to be able to meet its fair share of the regional housing need during the timeframe of this Housing Element (1999-2006). Table 19 summarizes housing objectives for new unit construction and rehabilitation of existing housing.

Because local jurisdictions are rarely, if ever, involved in the actual construction of housing units, the fair share numbers establish goals that should be used to guide planning and development decision-making. Specifically, the numbers establish a gauge to determine whether the County is allocating adequate sites for the development of housing (particularly housing at higher densities to achieve the housing goals for lower income households). Beyond this basic evaluation of sites (which must be

served by necessary infrastructure facilities), the County must review its land use and development policies, regulations and procedures to determine if any of them are creating unreasonable constraints on housing development to meet its fair share need. Furthermore, the County must demonstrate that it is actively supporting and facilitating the development of housing affordable to lower income households.

**Table 18: Summary of Housing Element Programs and Housing Needs (January 1999 to June 2006)**

	Very Low Income	Low Income	Moderate Income	Subtotal Affordable Units	Above Moderate Income	Total
<b>Miscellaneous Housing Element Programs</b>						
Second Units	9	30	17	56	14	70
Attached and Detached Single Family Homes	0	0	18	18	575	593
Market Rate Rentals (Multi-Family)	0	0	26	26	9	35
<i>Subtotal from Miscellaneous Housing Programs</i>	9	30	61	100	598	698
<b>Housing from Potential Sites</b>						
Gates Cooperative	30	4	4	38	0	38
Gibson House	7	1	0	8	0	8
Oakview	7	14	30	51	52	103
Marin City Church	0	1	5	6	0	6
Fireside Motel	50	0	0	50	0	50
Point Reyes Affordable	10	24	0	34	0	34
Ross Hospital	0	0	4	4	0	4
<i>Subtotal Housing from Potential Sites</i>	104	44	43	191	52	243
<b>Total Units Anticipated</b>	113	74	104	291	650	941
Regional 'Fair Share' Housing Need	85	48	96	229	292	521
Percent of ABAG Need Expected to be Met	133%	154%	108%	127%	223%	181%
* For market-rate units, 3% of single family (mostly townhomes) and 75% of multifamily units are expected to be affordable to moderate income households.						
<i>Source: Marin County Community Development Agency</i>						

**Table 19: Summary of New Construction and Rehabilitation Quantified Objectives**

	Very Low Income	Low Income	Moderate Income	Subtotal Affordable Units	Above Moderate Income	Total
New Construction	113	74	104	291	650	941
Rehabilitation	53	3	38	94	5	99
<b>Total</b>	166	77	142	385	655	1,040
<i>Source: Marin County Community Development Agency</i>						

### Available Land and Ability to Meet the ABAG Housing Needs

In response to Housing Element law, the County is required to provide an inventory of known sites available for housing development as well as vacant and/or underdeveloped sites that can accommodate Marin County's short-term housing development needs determined by ABAG between January 1999 and June 2006. The County completed

an inventory of built or approved developments since January of 1999 (see tables above), and conducted a survey of vacant, underutilized and redevelopment areas of the County to assess needs and opportunities for additional housing development. (Appendix B is a table of sites that provided a basis for the conclusions contained in this analysis).

The following is a discussion of available lands as they apply to low density, and medium to high density/multi-family development opportunities. As discussed below, given the approved and potential remaining Above Moderate Income unit development, the Housing Element analysis of available land and Marin County's ability to meet the ABAG needs has focused primarily on sites appropriate for multi-family housing that can more effectively meet very low, low and moderate income needs.

### Land Inventory

A preliminary analysis of Assessor's data and County zoning codes was conducted for approximately 37,000 parcels in unincorporated Marin. Only parcels that were vacant as of November 2001 were included in the analysis.

Roughly 1,100 parcels listed as vacant in the Assessor's records comprise nearly 51,000 acres; of those, roughly 700 comprising 39,000 acres are open space, including Federal lands, County open space, and State lands. An additional 200 vacant parcels (comprising roughly 7,000 acres) are tax exempt and further analysis is needed to analyze possible development opportunities. Of the 180 vacant parcels zoned for development, many are rural with low densities. There are roughly 18 commercially-zoned parcels on which mixed use appears to be feasible and are being further evaluated for mixed-use development as part of the Countywide Plan update land use analysis. The remaining parcels are vacant residential parcels zoned mostly for between one half to four units per acre, although there are several parcels zoned for densities of up to 20 units per acre. Altogether, the 180 vacant lots zoned for development would allow for up to approximately 3,000 residential units throughout the County under current regulations.

Further work will be done as part of the Countywide Plan Update process ongoing in Marin. Part of this process involves overhauling the County's zoning districts and adoption of a Development Code to address arcane, inflexible, or irrelevant zoning districts and rezoning parcels as appropriate. These activities may identify and/or create additional housing opportunity sites. Further, a broader review of the 37,000 parcels for which Assessor's data is available will be undertaken to evaluate candidate sites which are underutilized and are available for further housing development or rezoning. In addition, rezoning of vacant lots will also be reviewed. Appendix B contains a listing of vacant and underutilized sites that may be suitable for housing, subject to additional analysis.

In exceeding the County's fair-share allocation, 941 units are anticipated to be constructed during the planning period. Of these, 698 are anticipated to be constructed through normal construction activity. The remaining 243 units are in one of seven active projects or sites identified and targeted specifically to meeting affordability levels for low and very-low income households. All but one of these projects are in various stages of the entitlement process from preapplication analysis to being under construction. Unit counts and affordability levels are outlined in Table 18 and described in greater detail below:

**1. Project:** Gates Cooperative

**Location:** Sausalito/Waldo Point Harbor

**Acres:** 45.2

**Description:** Houseboat Marina Expansion - 38 units of owner occupied houseboats along the bay corridor.

**Countywide Plan:** Floating Homes (4-7 units/acre)

**Zoning Designation(s):** Bayfront Conservation Zone, Floating Home Marina/Resort and Commercial Recreation) Zoning in this district does not specify a particular density but focuses instead on required open water area and separation between units. The proposed project is consistent with policies for this zoning district.

**Topography, Environmental, and Other Constraints:** Constraints are that the project development has little capacity for development. Mitigation will occur through assistance from a local non-profit developer and the local Housing Authority.

**Units Approved:** 38 total (30 Very Low, 4 Low, 4 Moderate)

**Facilitating Actions Taken/Status:** \$638,532 has been awarded from CDBG/HOME Program for the development of floating homes that is being developed by a low-income cooperative. Funds awarded to the Gates Cooperative from CDBG/HOME restrict the affordability to serving very low and low-income individuals. The terms are 20 years of deed restriction with indefinite extensions should the Gates Cooperative continue to exist. Additional funding from CDBG was granted to acquire an adjacent parking lot that produces revenue for the development. The revenue is a source for development capital. The Marin Community Foundation has committed \$800,000 to address funding gaps. If funds for the project are not sufficient, additional funds from CDBG/HOME and or the County In Lieu Housing Trust Fund will be sought. The Board of Supervisors has given all approvals to the development and the only approval pending is under consideration from BCDC. Approval is expected by summer of 2003.

**2. Project:** Gibson House

**Location:** Bolinas

**Acres:** 0.4

**Description:** Conversion of commercial building to eight affordable units.

**Countywide Plan:** Split designation with a range of 0.2 to 20 units/acre and FAR of .05-.4

**Zoning Designation(s):** Coastal Zone; Split zoning with Village Commercial and Residential/Agriculture, one unit per 2,000 s.f.

**Topography, Environmental, and Other Constraints:** None, reuse of existing commercial structure.

**Units Completed:** 8 total (7 Very Low, 1 Low)

**Facilitating Actions Taken/Status:** Funds of \$158,766 from CDBG, eight project-based Section 8 certificates from Marin Housing Authority, \$114,000 from HOME and \$250,000 from the County In-Lieu Housing Trust Fund were awarded to develop the site. Bolinas Community Land Trust is seeking loan forgiveness for the \$250,000 loan made by the County. They desire to maintain very low-income rents even in the event they lose Section 8 tenants. The County is currently considering this request. CDBG restricts the rents to low income qualifying tenants as does the County In Lieu Housing Trust Fund monies.

The project has been completed and is fully occupied.

### 3. **Project:** Oakview

**Location:** Marinwood (Northwest corner of Lucas Valley Road and Hwy. 101)

**Acres:** 106.3, of which 52.9 acres are set aside as open space.

**Description:** A master plan development with 28 single family homes (6 units in the low income range) and a senior facility of 75 units of independent living and 75 units of assisted living (15 units of independent living targeting 7 very low income and 8 low income seniors). The Marin County Health and Human Services Department has identified a large need for affordable assisted living targeting very low and low-income seniors. Currently the County is frequently challenged to find appropriate placement for individuals within the county. Based on the need, a study was conducted to evaluate the total need and various housing options to address the need. The study identified that the census population of individuals over 65 living on SSI and SSA who are MediCal and Medicare eligible reside primarily between the cities of Novato and San Rafael. The Oakview site is located equal distance from the two cities in the unincorporated area adjacent to the freeway allowing easy access. The model to be pursued on the site will provide independent living and assisted living in the same location in order for seniors to remain at the same location as their health declines with age.

**Countywide Plan:** Planned Residential

**Zoning Designation(s):** Planned Multiple Residential, 1.38 units/acre

**Topography, Environmental, and Other Constraints:** Topography, Environmental, and Other Constraints: The site is sloped, significantly in some portions, with limited access and features a prominent hill. The current project proposes nearly half the 106 acre site as open space with the development clustered at the bottom of the hill. This site is constrained by access based on traffic congestion, visual impact, and community desires for no growth. However, the target population will not add significant time to

commutes which should reduce community concerns regarding traffic. The developer will be encouraged to work with the community on design issues to fit into the surroundings. The proposal is an allowed use at the density levels proposed.

**Potential Units:** 28 single-family homes (6 low income units and 22 above moderate) 75 independent living units (7 Very Low, 8 Low, 30 Moderate, and 30 Above Moderate) and 75 assisted living units (Above Moderate)

**Facilitating Actions Taken/Status:** The proposed model generates very little traffic and would have less community opposition than the existing commercial proposal. County staff and the City of San Rafael (sphere of influence) have informed the owner of the property that an affordable assisted living development would be looked upon favorably. The owner has submitted a pre-application to Marin County CDA targeting an assisted living facility for the site. The 22 above moderate single family homes will provide sufficient revenue for the low income units which will be smaller attached town home units. The 135 units of above moderate-income units (independent and assisted living) will provide sufficient revenue to subsidize the 15 units at very low and low incomes.

One other site in the unincorporated county is under consideration for this model which is the Marinwood Shopping Center. If this site is pursued for the model it would utilize the new county program to develop mixed use sites.

4. **Project:** Marin City Church

**Location:** Marin City

**Acres:** 1.5

**Description:** Six single-family units. The owner of the site is a local non-profit church in Marin City. The site was originally planned as a joint partnership between the congregation and Habitat for Humanity. The Marin County chapter of Habitat for Humanity closed and the congregation is continuing with a housing development on property owned by the church.

**Countywide Plan:** Single Family, 4-7 units/acre

**Zoning Designation(s):** Single family residential, 7,500 s.f. minimum lot area

**Topography, Environmental, and Other Constraints:** None, slightly sloping lot in existing developed neighborhood.

**Potential Units:** 1 Low and 5 Moderate income units

**Facilitating Actions Taken/Status:** An application is pending for development and the site is appropriately zoned. Funds from the proceeds of the five above moderate-income units will provide the revenue source for the one low-income unit.

5. **Project:** Fireside Motel

**Location:** Tam Valley (Shoreline Highway adjacent to Manzanita Park and Ride Lot)

**Acres:** 5.8

**Description:** 50 units of senior/family affordable development located adjacent to a major transit hub that is an existing underutilized infill development of an existing motel.

**Countywide Plan:** Residential/Commercial (1-20 units/acre and .05 to .4 FAR)

**Zoning Designation(s):** ; Multiple Residential/Planned Commercial – 1 unit per acre.

**Topography, Environmental, and Other Constraints:** The site is flat at the front where the existing motel is and slopes upward to the south. This site may be constrained by traffic and archeological factors. It is planned that an adjacent development of a gas station will share the costs of road improvement to mitigate traffic constraints. Archeological constraints will be addressed in the environmental process. A zone change is being processed concurrently with the application to Multiple Residential/Planned Commercial – 12.5 units per acre.

**Potential Units:** 50 Very Low income units

**Facilitating Actions Taken/Status:** This site is located adjacent to one of the three major transit hubs in the county. The developer has secured funding from the Corporation for Supportive Housing, HUD McKinney Program, Low Income Housing Fund, Marin County In-Lieu Housing Trust Fund, and CDBG/HOME funds, and the Marin Community Foundation to secure the property and conduct predevelopment activities. Ten project-based Section 8 certificates have been awarded to the development. Currently a dilapidated motel exists on the site, which makes the site appropriate for smart infill development. The project will target families coming from transitional housing and seniors, all at low and very low incomes. The developer has been working with the County to reduce parking requirements and address the need of a pedestrian crosswalk with CalTrans. The project application was submitted to the County MHP funds will be applied for with 4% tax credits in spring 2004 after the environmental review process. The developer will pursue funds from the Marin County In-Lieu Housing Trust Fund. A zone change is being processed concurrently with the project development application.

## 6. **Project:** Point Reyes Affordable Homes

**Location:** Point Reyes Station

**Acres:** 18.6

**Description:** 27 affordable rental units and 7 affordable ownership units

**Countywide Plan:** Residential/Commercial 1-20 units/acre

**Zoning Designation(s):** Coastal Zone; Village Commercial/Residential (10,000 s.f. lot area) and Residential/Agriculture (10,000 s.f. lot area)

**Topography and Environmental Constraints:** Gently sloping site adjacent to the village of Pt. Reyes Station. The site is constrained by septic system capacity.

**Units Approved:** 34 total (10 Very Low, 24 Low)

**Facilitating Actions Taken/Status:** Marin County and the Marin Community Foundation have formed a partnership to develop this property after strong leadership from the community championed the development. CDA and the Coastal Commission have already approved the project. The County has committed \$1.6

million of In-Lieu Housing Trust Funds with a matching amount guaranteed from the Marin Community Foundation. CDBG and HOME funds are also committed to the development. Ten Section 8 vouchers have been allocated as project based vouchers. The developer is seeking MHP and 4% tax credits in spring 2003. Five of the 28 units will be set aside for farmworkers under the MHP funding. All the funding for the project has been identified and if there is any shortfall in the development budget the project sponsor has identified revenue that could be generated from rent allowable based on HUD's annual median income levels over the past two years. AHP has committed \$70,000 for the ownership units.

**7. Project:** Ross Hospital

**Location:** Kentfield (Sir Francis Drake Blvd. at College of Marin)

**Acres:** 4.7

**Description:** *Four affordable units resulting from inclusionary ordinance implementation.*

**Countywide Plan:** Multifamily Residential, 11-30 units/acre

**Zoning Designation(s):** Planned Multiple Residential (20 units/acre)

**Topography and Environmental Constraints:** Former hospital site that is relatively flat on the street frontage with slope increasing further back on the property.

**Potential Units:** 4 low income units

**Facilitating Actions Taken/Status:** This property will be awarded to the County as part of the Inclusionary Housing Ordinance. Construction has begun on the market rate development and once completed the property designated for affordable housing will be deeded to the County. The site located on a major thoroughfare is appropriate for workforce housing and is zoned appropriately to develop a minimum of four new units.

The County will own the property outright and provide a long-term lease agreement for \$1.00 per year to a non-profit organization to develop. Land costs in Marin County are the bulk of the development costs associated with projects. The County will work with the Marin Housing Authority to manage the project. The County is also exploring a partnership with the College of Marin that is immediately across the street from the site. The project could be marketed to staff and faculty of the College in order to reduce traffic congestion in the area and build community support.

### Normal Construction Activity

The greatest number of new units are generated through single-unit projects, including individual homes and second units as well as small-scale multifamily projects.

Two hundred thirty eight attached and detached single-family homes have been constructed through 2001. There also is appropriate zoning in place to develop an additional 355 single-family units. These units would be almost all above moderate-

income levels except that about 3% are projected to be affordable to moderate income households, mainly as townhomes. It is also projected that 35 multifamily rental units of varying levels of affordability will be constructed throughout the unincorporated county during the planning period.

## **Second Units**

Marin County conducts a periodic anonymous survey of permitted second units to determine the rental market of second units. On the basis of the survey and the permits issued the County has projected the amount of second unit development and the income ranges of the market. Twenty-eight units have been constructed from 1999 through 2001 and income ranges are as follows: 5 above moderate, 7 moderate, and 12 low and 4 very-low income. Between 1999 and 2006 it is estimated that a total of 70 units will be constructed.

## **Coastal Zone**

The Coastal Zone in Marin County generally encompasses all lands west of Bolinas Ridge and includes the villages of Muir Beach, Stinson Beach, Bolinas, Olema, Inverness, Point Reyes Station, Marshall, Tomales, and Dillon Beach. From January, 1988 through December, 1998, 308 new residential units have been constructed within the Coastal Zone. All were single family homes with the exception of one duplex project and a nine-unit owner-builder project completed during this period. Since January, 1999 there have been over 45 additional units completed. Second units are permitted in the entire Coastal Zone area.

Urban development in Marin County is, by policy, directed to the eastern City-Centered Corridor while severely limiting development opportunities in the Inland-Rural and Coastal-Recreation corridors. Urban-type development that is permitted in these areas is directed to the various villages as infill. In that vein, two affordable developments of note are the Gibson House, which reused a commercial bakery into eight affordable rental units and the Point Reyes Affordable Homes project, which has been approved and is in the process of securing funding. Housing for agricultural workers is also under consideration as a component of a broader analysis of agricultural regulations and programs. While no other affordable units will be statutorily required in the Coastal Zone during the time frame of the Housing Element, the community recognizes the need for sustained effort and is actively working to secure affordability of the existing housing supply.

There were 29 units destroyed in the 1995 Mt. Vision fire. All of these units have since been reconstructed. Given the high value of land in the county, especially developed land, homes that are demolished are done almost exclusively to construct a replacement home on the site. Provisions of the County's condominium conversion ordinance would have effectively precluded any condominium conversions in the last ten years as

the rental vacancy rate remained above the 5% threshold until early 2002. As a result, there will not be any additional affordable units needed to replace those lost through demolition or conversion.

### Loss of Affordable Housing Through Demolitions and Conversions

During the past five-year period several demolition permits were granted in the unincorporated area of the county. However, these are insignificant in terms of the total number of housing units as the homes are generally replaced with another larger home. The impact is a housing stock of larger, much more expensive homes that changes the fabric of communities and further reduces affordable housing stock for households seeking ownership.

Marin County has a condominium conversion ordinance that prevents the conversion of rental units to condominiums if the vacancy rate drops below 5.0%. The vacancy rate has been less than 5.0% since implementation of the ordinance. Conversion and demolition has not significantly reduced the housing stock in Marin during the period of 1989 to the present.

### Potential Non-Governmental Constraints and Opportunities

State law requires an analysis of potential and actual governmental and non-governmental constraints to the maintenance, improvement, and development of housing for all income levels. The Housing Element must identify ways, if any, to reduce or overcome these constraints in order to meet the County's housing needs.

### Land and Financing Costs

The price of housing has risen since the late 1970's at a much faster rate than household income. Contributing factors are the costs of land, materials, labor, financing, fees and associated development requirements, sales commissions, and profits. Another factor is the increasing perception of housing as a commodity for speculation. The typical cost to build an average quality wood frame single family detached home can range from \$175 to \$200 per square foot and even more for custom-built homes. Construction costs for an average multiple family unit are generally about 20-25% less per square foot.

Development costs in Marin County are higher than in comparable areas because most remaining lots have problems with steep slopes, irregular topography, bay mud, or are slide-prone areas. The technical and engineering costs of dealing with these factors on remaining sites are likely to be particularly high because those are the sites that have been skipped over in the past precisely because of the difficulty and high cost of development. Construction costs and environmental mitigation can significantly increase project cost. For reuse of developed sites, depending on location, site remediation may be required.

Vacant land and development opportunities in Marin County are limited (the demand for housing is high as underscored by a vacancy rate at 2.2% as of January, 2000). Since the demand for housing in the County is very high, the value of potential residential land is increasing and has become a substantial factor in the cost of providing housing. Major contributors to the cost of land are the amount of land available and the density of residential use allowed. In addition, cost is affected by other factors such as location, environmental factors and litigation of them, community opposition, buildability, tension to preserve open space, availability of community services, attractiveness of the neighborhood and any restrictions on development. In response to high housing costs, some lenders provide mortgages of 95% of the value of the house, a significantly higher percentage than normally allowed (80%).

Homebuyers in Marin face a variety of obstacles to obtaining financing for a home. Because the cost of houses is so high, nearly all mortgages end up being 'Jumbo' loans that do not have the same low rates of conforming mortgages. Loan qualification requirements, even with the variety of first-time homebuyer programs, can preclude homeownership for many because of the down payment and income requirements.

Developers, specifically multifamily and mixed-use developers, face additional challenges in obtaining financing for projects. With the substantial amount of construction defect litigation over the years, especially from homeowners' associations, many lenders are reluctant to finance projects that have this potential liability exposure.

Because the comeback of mixed-use developments is a relatively recent phenomenon, financing is challenging to obtain, as these types of projects don't fit into conventional lending formulas.



*Historic home in Larkspur*

## Infrastructure

Public infrastructure is generally sufficient to meet projected growth demands. Electric, gas, and telephone services have capacity to meet additional projected need. With the exception of Bolinas, water districts have sufficient projected supply to meet demand while there are not anticipated overdraft issues for areas using well water. Sanitary sewer districts have adequate capacity to treat wastewater for their service areas. Places not served by sanitary sewers on septic systems are subject to greater minimum lot areas which limit the potential for construction of multifamily units.

## Increasing Home Sizes

Many of the older homes in the unincorporated area are considerably smaller than today's average home size. This is partially due to many of the oldest homes being constructed originally as summer homes. Homes built in the 1950's and 1960's tend to average around 1,200 square feet, typical for that period. Since there is relatively few new dwelling units constructed each year in Marin, most homebuyers will acquire an older, smaller home and then add on to it. In recent years, the additions have in many cases exceeded the original size of the house, pushing the maximum allowable building envelope. While this has raised a host of design and neighborhood character issues, it has also driven up the cost of single-family dwellings and reduced the number of smaller units on the market, the units most likely to be affordable.

## Community Concerns

Potential opposition to affordable housing exists in many communities throughout the Bay Area. It is important in this regard to identify sites for special needs and affordable housing that fit with community character and have minimum impacts. Design plays a critical role in creating new developments that blend into the existing neighborhood, especially in higher density developments that might otherwise seem out of place.



*Mixed use development in San Rafael*

Good design can help ensure that high-density developments are not bulky or out-of-scale. Through sensitive design, a building's perceived bulk can be significantly reduced to create a development that blends with the existing character of the neighborhood. Design strategies that the County can use to minimize the perception of bulk and create a blending with the community do not necessarily increase costs. These include:

- (1) Minimize building heights;
- (2) Break-up the building "mass" in its architecture and detailing (e.g., create several smaller buildings instead of one large building);
- (3) Vary the roofline;
- (4) Create a three-dimensional facade (rather than a massive, flat facade);
- (5) Step-back the building height, with the lowest part of the building towards the street and adjacent properties, locating the highest part of the building towards the center of the property;
- (6) Site the building appropriately in relation to surrounding buildings;

- (7) Use architectural design, landscaping, materials and colors that fit with the area;
- (8) Use landscaping to blend the buildings with the natural setting;
- (9) Provide for open space and pathways throughout the development.

The Marin Consortium for Workforce Housing was established to build public understanding and support for workforce housing. The Consortium focuses public concern on potential environmental impacts, quality of design, and the quality of long-term management of the project. The Housing Element includes programs to work with the Marin Consortium for Workforce Housing to help address this potential constraint. In addition, the County's environmental and design review procedures assist in achieving project acceptability and allow for public participation.

### Working with Non-Profit Housing Developers

The key to the success of non-profit developers lies in three areas: First, in their ability to draw upon a diversity of funding sources and mechanisms to make their developments work financially; second, in their commitment to working cooperatively and constructively with the local community, including local officials as well as neighborhood residents; and third, in their long-term commitment to ensuring excellence in design, construction and management of their developments, creating assets that are valued by the people who live in the developments as well as their neighbors and others in the community.

The Nonprofit Housing Association of Northern California (NPH) serves as a local networking agency, advocacy group and resource organization for affordable housing developers in the Bay Area and elsewhere in California. Some of the affordable housing developers and housing services providers that have been active in Marin County in recent years include Marin County Human Needs Center, Homeward Bound's "New Beginnings" Center, Buckelew Programs, MARC, The Cedars, Ecumenical Association for Housing, North Bay Housing, Citizens Housing, Nova-Ro, and BRIDGE Housing Corporation.

### Workforce and Special Housing Needs and Financing Incentives

2000 Census data identifies 374 persons in the farming, fishing, and forestry occupations. In the industry category, 704 persons self identified as working in industry including: agriculture, forestry, fishing, hunting, and mining. Marin has approximately 30 operating farms and ranches. The same owners have operated these farms and ranches for generations. Approximately 22 farms/ranches are within the boundaries of federal parklands with 5, 10, 15, or 20-year lease agreements. This creates a barrier to access traditional funding sources which require title to the land in order to deed restrict the property for a term on 40 years or more. County programs limit the number of agricultural worker units allowable under zoning code. Most of

the ranches and farms in the unincorporated section of West Marin average 800 acres allowing for some growth. The biggest challenge to developing agricultural worker housing is septic system capacity.

Even with these challenges, the County has been working with the farm/ranch owners to explore replacement of existing sub standard units and create new housing units with the Joe Serna Farmworker Program and the USDA Farmworker Programs. Within this planning period, the County will be adding 10 – 15 units of housing for agricultural workers. Five of the units will be located at the Point Reyes Affordable Homes development that has already received approvals. These five units will be conditional based on the Multifamily Housing Program special needs criteria. The other ten units will be a scattered site model and the Marin County Resource District, a non-profit collaborative of ranchers will make the application for the units and determine where they will be located. The agricultural worker will not be charged any rent for the unit unless they do not work on that ranch. The units will still target very low income agricultural workers. The details of this effort will be made available by January 2004. Agricultural workers not living in West Marin will be able to access the other affordable housing developments planned or existing.

There are a wide variety of resources provided through federal, state and local programs to support affordable housing development and related programs and services. The single largest (and often least recognized) federal program is mortgage interest and property tax income tax deduction, estimated at \$54 billion in 1996 for the entire nation. The California Housing Plan (2000) reports that federal assistance for affordable housing was only \$17.2 billion nationwide the same year. This assistance was primarily used to maintain and operate the existing supply of affordable housing. Outlays for new construction were considerably lower.

California localities receive federal subsidies for affordable housing through a number of programs. Like State programs, federal programs often change in terms of program details, application procedures, and amount of subsidy dollars available. State agencies also play an important role in providing housing assistance by allocating federal housing funds and/or making loans available to affordable housing developments. The three principal agencies involved are the State Treasurer's Office, the California Housing Finance Agency (CHFA), and the California Department of Housing and Community Development (HCD). A listing of funding programs is available through HCD at <http://www.hcd.ca.gov/clearinghouse/>.

The Marin County Community Development Agency CDBG and HOME Program has allocated \$1.5M to develop 60 transitional rental units as part of the Hamilton Naval Base Reuse Plan. These units will target homeless individuals and families from agencies who serve mentally ill persons, abused women, persons with substance abuse and youth who are aging out of foster care with emotional and mental disabilities.

Recently the Board of Supervisors allocated \$15,000 for the local consortium of homeless and at risk of homeless service provider network to complete the countywide Continuum of Care plan for the HUD McKinney application. Funds from the program helped to develop the New Beginnings Shelter which houses 40 residents who have resided throughout the county prior to becoming homeless. Funds from the CDBG Program are awarded to local service and housing providers to maintain individuals with disabilities in their homes.

The Marin County Health and Human Services Division has collaborated with the Marin Housing Authority (County affiliated) to seek new funds from the Supportive Housing Initiative Act. This project will offer residents living in the public housing support services to maintain their housing units, improve their health status and take full advantage of their communities through work and/or leadership development (community building efforts). The vision is to support and teach adults with disabilities to recognize their strengths and power to successfully live, socialize, and work in the community. To stimulate and promote system-wide changes necessary so that these individuals may achieve these goals. Over \$1.5M was awarded to provide housing and supportive services to residents throughout the county for a three year period.

The AB2034 Program targets individuals who have a significant mental illness or a combination of homelessness/at risk of homelessness and a disability diagnosis. Health and Human Services has had an ongoing partnership with the Marin Housing Authority to provide services linked to housing for homeless in the HUD Shelter Plus Care Program. Funds were secured by the Housing Authority and the Mental Health Department to administer these programs.

The Marin County Health and Human Services Division contracts with the Marin Housing Authority to provide direct assistance to Welfare to Work (TANF) recipients to assist them to access affordable housing. Recipients are offered credit counseling, resume building, and tips to build confidence in order to locate housing. This program helped to place 75 TANF recipients most of who are single parent households. Marin County Health and Human Services Division also grants funds directly to agencies who provide services to homeless individuals and families for their core operational expenses.

The only detoxification center in the county was created through the efforts of the division director and is located in the unincorporated area of the county. A local service provider offers the services under contract through the County.

The County pursued funds from the Marin Community Foundation and provided matching funds to create the Affordable Housing Strategist position to direct policy that will improve housing options for very low, low and moderate income households throughout the county.

Marin County is currently evaluating ways to address the housing needs of agricultural workers. Marin farms and ranches generally produce cattle and dairy goods but are not migratory employment opportunities that traditionally serve farmworkers who migrate from place to place. The County is preparing to pursue funds from the Joe Serna Farmworker Program to rehab or replace existing housing in ranches where housing currently does not meet standards. Septic issues are of concern so additional resources may need to be obtained to create new housing opportunities. An additional challenge is created as ranchworkers need housing appropriate for their family and are not single individuals. Supervisor Steve Kinsey is leading activities with the Rural Community Development organization to work with to develop a model program for agricultural worker housing.

Local government resources, which have historically played a less important role in supporting housing development, now play a significant role by making local developments more competitive for federal and state financing. There is considerable competition for the program funds that are available, and any one development will need to draw upon multiple resources to be financially feasible. When developments are able to demonstrate a financial commitment and contribution from local sources—especially if coupled with regulatory support through policies such as fast-track processing, fee waivers, and/or density bonuses—they are better able to *leverage* funding from other ‘outside’ sources.

Additionally, all funding sources require separate reporting and data collection. When multiple funding sources are used (usually necessary), additional burdens are placed on developers to track the information required and report on a timely basis with limited staffing.

### **Potential Governmental Constraints and Opportunities**

Like all local jurisdictions, the County of Marin has a number of procedures and regulations it requires any developer to follow, and fees to pay. There are many locally imposed land use and building requirements that can affect the type, appearance, and cost of housing built in Marin County. These local requirements include zoning standards, development fees, parking requirements, subdivision design standards, and architectural review. Other building and design requirements imposed by Marin County follow the state laws, the Uniform Building Code, Subdivision Map Act, energy conservation requirements, etc.

While the unincorporated area comprises a vast land area, most lands are unavailable for additional housing, as they are publicly owned as parkland, watershed, or open space. Additionally, agricultural conservation easements and zoning also limit the ability to develop vacant lands. Remaining vacant lands tend to have significant constraints which either substantially increase construction costs or preclude development altogether, including sites with steep slopes and those containing wetland habitat. As a result, the County is looking inward to provide opportunities for reuse of

underutilized commercial centers, increasing permitted densities along transit routes, and encouraging mixed-use development where appropriate. Vacant parcels available for development typically have such high land costs that development of multifamily dwellings becomes financially infeasible for a developer.

## Land Use and Development Standards

### Zoning Regulations

There are three groups of zoning districts in unincorporated Marin: agricultural, urban, and planned (for a list of permitted uses and setback requirements in selected zoning districts in the County, see Appendix C). The agricultural group consists primarily of agricultural areas characterized by low density housing. The minimum lot size ranges from two to 60 acres (except in the Suburban Agricultural and Limited Agriculture Districts which allow 7,500 square foot lots). Such large lot size requirements constrain the development of housing, but the County is committed to maintaining the viability of agriculture. It would be detrimental to the public welfare to encourage higher density development in agricultural districts (with the possible exception of Suburban Agriculture and Limited Agriculture Districts).

The urban group of zoning districts consists of One Family (R1), Two Family (R2) and Multiple Family Residence (R3) districts (the other districts in this group, Restricted Residential and Residential Estates, are variations of R1).

One-Family Residence Districts (R1 districts) are primarily comprised of single-family dwelling units. Other permitted uses include home occupations, schools, day child care centers and churches. Buildings cannot be more than 35 feet in height and must be set back from the property lines as follows:

Front yard:	Minimum of 25 feet
Side yard:	Minimum of six feet
Rear yard:	Minimum of 20% of lot depth (Maximum of 25 feet required)

Furthermore, the floor area of the building divided by the square footage of the lot (the “floor area ratio”, or FAR) shall not exceed 0.3, and the lot can be no less than 7,500 square feet.

The zoning requirements of Two Family (R2) and Multiple Residence (R3) districts are similar to those of One Family Residence districts. A lot in an R2 district may be as small as four thousand square feet, and both two-family and one-family dwellings may be built. R2 districts allow all the same uses as R1 districts as well as the construction of two-family units (which are not allowed in R1 districts). On R3 lots, three or more dwellings are allowed, depending on the lot size. Buildings may be 45 feet in height, 10

feet higher than allowed in either R1 or R2 districts. In addition, the maximum FAR in R3 districts is 0.40. The front yard setback requirement is a minimum of 20 feet; rear yards must be no less than 15 feet, and side yards are one foot greater than those required in R1 and R2 districts for buildings more than three stories in height. The uses permitted in R3 districts are also slightly different from those permitted in R1 and R2 districts. Hospitals, group homes, and emergency shelters are all permitted in R3 districts, as well as offices and hotels.

There are two zoning districts which are often combined with the districts described previously. Agricultural and One Family Residence Districts are often combined with “B Districts”, which allow for variation in lot size within the R1 and A districts from 6,000 square feet up to 10 acres. Multiple Family Residence Districts are often combined with “G Districts” which reduce the density allowed on lot: on a 26,250 square foot lot, a maximum of 26 units would be allowed in an R3 District, 17 units in an R3-G1 District, 13 units in an R3-G2 district, 10 units in an R3-G3 district, and seven units in an R3-G4 District.

Planned Districts allow more flexible site designs than the R1, R2, and R3 districts. The sites within planned districts have particular characteristics such as slope instability, steep topography and/or other constraints that preclude the application of conventional zoning district standards. Flexibility is permitted to allow house design and siting that respects the natural features of the site. Planned districts have no specific setback requirements or minimum lot areas to encourage clustering. Ultimate development potential is based on the maximum allowable density and resolution of site analysis issues conducted during the master plan process.

There are three different planned districts: Residential Single Family (RSP), Residential Multiple (RMP), and Agricultural Residential (ARP). The uses permitted in each of these districts are essentially the same as those permitted in equivalent districts in the agricultural and urban groups. RSP districts allow the same uses allowed in R1 districts, RMP districts allow uses permitted in R2 and R3 districts, and ARP districts allow uses consistent with other agricultural districts including the construction of farm worker housing. The maximum number of units allowed on each lot varies from 0.01 per acre up to 30 per acre, depending on the special characteristics of an area. On steep slopes, only one unit may be allowed for every four acres of land; hence the area may be zoned RSP 0.25 or RMP 0.25. Lots are often not built to the maximum density specified by the zoning because of environmental considerations and other factors which are analyzed in the context of a specific project proposal. The Community Development Element establishes an upper and lower limit to development in areas designated for residential land use. Zoning consistent with these designations is within this range.

For clustered developments within planned districts, the County requires areas of the site outside the developed portion be restricted by private open space easements

to ensure that development does not exceed allowable densities. The County also requires that each residential subdivision contribute to the provision of parkland areas. Currently, the County's zoning ordinance does not contain any growth management requirements.

Subsequent to obtaining a use permit, second units are allowed in various parts of unincorporated Marin. New second units can have a maximum floor area of 750 square feet, and they must have two off-street parking spaces, adequate water supply and sanitary services. The units must also meet all setback and lot coverage requirements of the zoning district in which they are located. County policy related to second units is currently under review in light of AB1866.

The County has zoning regulations similar to other jurisdictions in Marin, especially related to urbanized areas. In contrast to the conventional zoning districts, the County's planned districts do not have set building standards which are instead based on the neighborhood in which the project is located, site characteristics, and proposed design aspects. While these policies and standards in and of themselves are not a constraint to the construction of new housing, the additional public review as part of the process can increase time and cost to secure project approval.

### **Development Standards**

In addition to zoning and subdivision regulations and the policies of the Countywide Plan and Community Plans, the County has established Development Standards which specify standards of improvements and construction for the development of land within unincorporated areas of Marin. Residential roads are required to be of a certain width, driveways must be a certain length, etc. To analyze whether or not the development standards of the County are potential or actual constraints to the development of housing, they were compared with development standards of cities within the county. In each of the areas that were tested, County standards do not appear to be significantly different from other jurisdictions in Marin. For example the County requires the centerline radii of roads to be not less 75 feet on most roads, which is no different from standards in the City of Novato or San Rafael. Likewise, curbing sidewalk, transit facility, street width, and utility standards for the County were not significantly different from those required by the City of Novato or San Rafael.

However, given the lack of affordable housing in Marin, there is a need to consider amending development standards to facilitate development and improvement of housing. For instance, allowing asphalt curbs or the integration of curbs and sidewalks may reduce the costs of residential development, thereby making housing more affordable.

Parking requirements can also add to the cost and difficulty of developing affordable housing projects. The County's parking standards are based on the anticipated use

of a structure, not the zoning. Flexibility in applying these requirements could make development easier and reduce costs. The County is currently evaluating options for reduced parking requirements, especially for infill sites those close to transit, second units, and opportunities where parking could be shared with another use. These concepts are being evaluated in the context of whether implementing alternative standards can make a project feasible or reduce costs without burdening the immediate neighborhood with excessive on-street parking.

**Table 20: Summary of Parking Requirements in Marin County Jurisdictions**

**Single Family Dwellings**

Lowest	Highest	Most common	Common Additional
2 spaces/	3 spaces/	2 spaces/dwelling	1 or all spaces covered Additional space for units over 4,000 sq. ft. Additional space for units over 150 ft. above mean sea level 1 or 2 spaces/unit for guests

**Second Units**

Bedrooms/ Unit	Lowest	Highest Requirement	Most common
Studio	1	2	1
1	1	2	1
2	1	2	2
3 or more	1	3 or more	3 or more

**Multifamily Dwellings**

Bedrooms/ Unit	Lowest	Highest Requirement	Most common	Common Additional
Studio	1	2	1 to 1.5	1/4 or 1/5 spaces unit for guests
1	1	2	1.5	
2	1.5	2 (1 covered)	2	
3 or more	2	2.5 (1 covered)	2 to 2.5	

## Permit Processing

The County reviews residential development projects for compliance with State environmental quality regulations and local regulations which promote, preserve and enhance the public welfare. Many small projects which are subject to environmental review pursuant to the California Environmental Quality Act are often determined to have only minor adverse impacts which can be reduced to a less than significant level or eliminated by mitigations incorporated into the project design. Environmental review for projects which have no significant impacts or which mitigate impacts to less than significance normally takes less than 60 days to accomplish, and is required by law to be completed in no more than 105 days from the time a completed application is submitted to the Community Development Agency. If the development 1) has potential environmental impacts which are not determined to be mitigated to less than significant levels, or 2) requires further study to determine the significant impacts, appropriate mitigations and/or project alternatives, processing time may take longer depending on the complexity of the project and the scope of impacts, mitigations, and alternatives to be analyzed. State law requires that all development projects be approved

or denied within six months from the date a completed application was submitted to the Community Development Agency if a negative declaration of environmental impact is prepared and processed. Environmental review and action on a development project must occur within one year if the project has significant impacts and an Environmental Impact Report is prepared.

The County has taken some steps to mitigate the time constraints on housing development resulting from environmental review. The Community Development Agency has an Environmental Review Fact Sheet (Appendix D) which explains the review process in a clear, concise manner so that applicants can easily understand the process. The County also encourages applicants to schedule a pre-application consultation to discuss the development concept with planning staff prior to actual submittal. The applicant benefits from the pre-application meeting by learning about local plans, codes, infrastructure availability and other matters. As an incentive to participate in the pre-application process, the fee charged for the service can be applied to any other application fees upon project application submittal. Finally, the County helps speed up the process by reviewing the merits of a project and conducting environmental review concurrently and, for developments that are 100% affordable, the County waives the environmental fees..

Time requirements for review of the merits of a project are contingent on project complexity and its environmental impacts. If a house design on a lot in a zoning district in either the agricultural or urban zoning districts meets County standards and Uniform Building Codes, a building permit can be granted without further review. Processing times are usually between one and three weeks after the completed application has been submitted. (If an applicant submits an incomplete application, notification is given within 30 days after submittal that the application was determined to be incomplete.)

Development on large parcels in planned districts often begins with the submittal and approval of a Master Plan. A Master Plan consists of written and graphic material setting forth a general development scheme. The Master Plan allows flexibility in determining building placement, height, bulk, and mass that will be most suitable for the site. The findings required by review of Master Plans ensure consistency between the project and the goals and policies of the Countywide Plan and Community Plans. Generally, final action is taken by the Board of Supervisors within 10 or 12 weeks from the date when environmental review is completed. Master Plan approval for large or complicated development projects will take longer to process.

Subsequent to obtaining Master Plan approval, residential developments require submittal and approval of Precise Development Plans, setting forth in much greater detail the configuration of development in the subdivision. Final action on Precise Development Plans is usually taken between four and six weeks after the application is determined to be complete. The subdivision of property also requires submittal and

approval of both a Tentative and Final Map which primarily serve to locate existing and proposed boundaries of all lots. Tentative Maps are often submitted concurrently with Precise Development Plans. Generally, action on a Tentative Map is taken by either the Zoning Administrator, Planning Commission, or Board of Supervisors within 50 days after the application is determined to be complete; action on a Final Map is generally taken after the conditions of project approval imposed on the Tentative Map application by the Community Development Agency are determined to be fulfilled. After obtaining approval of Precise Development Plans and a Final Map, developers normally apply for Building Permits. Construction may begin after a Building Permit has been secured.

Construction of individual residential units in planned districts normally does not require submittal and approval of Master Plans, Precise Development Plans, Tentative Maps or Final Maps because these construction projects tend to be smaller and less complex. Residential construction projects on individual lots are normally required to submit and obtain approval of Design Review applications before applying for a building permit. With Design Reviews, as with Master Plans, specific findings must be made before projects are approved. The findings ensure consistency between development and the goals and policies of any relevant Master Plan, Community Plan and the Countywide Plan. Most Design Reviews are processed administratively (i.e. no public hearing). If a residential project in a planned zoning district will raise significant policy questions, substantial public controversy, or if the application is submitted with another permit application that requires a public hearing, that project may go to a public hearing before the Planning Commission.

Work determined by the Planning Director to be minor or incidental and within the intent and objectives of design review may be processed as a design review waiver. Most rehabilitation projects would be processed as design review waivers. Waivers are processed as an administrative action and the review procedure is not as extensive as for design review. Generally, action is taken on a design review or design review waiver application within two to three weeks from the date the application is deemed complete. After the Design Review or Design Review Waiver is approved, a Building Permit is required before construction may begin.

Emergency shelters are included along with fraternity and sorority houses and boarding houses as 'group homes' in the County's zoning ordinance. Transitional housing is also included unless it provides medical care in which case it is a Residential Care Facility. Group Homes and Residential Care Facilities require use permits in the districts in which they are allowed (unless preempted by State law) to establish reasonable conditions of operation.

As with environmental review, the Community Development Agency has taken steps to reduce the time constraints imposed by review of projects in terms of their compliance with Countywide Plan and Community Plan goals and policies.

Encouraging pre-application consultation with both Community Development Agency staff and members of community groups that may have an interest in the project helps developers understand local plans, codes, and other items of importance to planners and community members who may be reviewing the application. Staff and community members may be able to suggest changes in the project to help it meet community objectives, thereby facilitating the review process. The Community Development Agency has prepared a number of summary “Fact Sheets” which explain the review process, submittal requirements, and the time frame for processing permits including Design Reviews, Master Plans, Coastal Permits, Variances, and Second Unit Use Permits. Due to the lack of affordable housing and the fact that permit review can increase the costs of housing construction, there is a need to implement additional programs such as giving priority to processing permits of affordable housing developments, and computerizing environmental, zoning, and permit history data at the parcel level to further reduce the time required for research and review of residential development applications.

The County also has created a project review committee comprised of planning staff and representatives from Environmental Health, Department of Public Works, and the Fire Marshal. This group meets to discuss major and/or controversial projects to identify potential challenges and forward them to the applicant early in the process. Future plans for this committee are to expand representation to include other outside agencies.

Finally, ‘priority processing’ of affordable housing projects has been identified as an Agency objective defined in the 2002-2003 budget and work plan.

### Fees and Exactions

Local Fees add to the cost of development; however, particularly after Proposition 13, local governments are concerned with the need to recover development application and permit processing costs. A review of other jurisdictions in the county finds that the County’s fees are generally comparable with those of the cities and towns. Fees collected by outside agencies such as water and sewer connection fees and school impact fees vary from agency to agency but are applied uniformly whether a city or the County collects the fee. The County’s Currently adopted fee schedule is included as Appendix E.

Line item fees related to processing, inspections, and installation services are limited by California law to the cost to the agencies of performing these services. Most jurisdictions are tending toward fees which cover the costs of staff time and materials charged on an hourly basis, consistent with California law.

Planning review fees can vary significantly depending on the location of the project site and its zoning designation. Conforming projects in conventionally-zoned areas can

Table 21: Entitlement and Permit Fees for Sample Projects - Marin County

	1,500 s.f. townhome, 10 unit complex, planned district	2,000 s.f. house, conventional district	3,000 s.f. house, planned district	20-unit apartment complex, planned district
<b>Entitlement Fees</b>				
Master Plan	\$21,235			22335
Design Review	\$24,595		\$2,430	\$24,595
Categorical Exemption			\$235	
Negative Declaration*	\$2,290			\$2,290
Fish and Game Fee	\$1,280			\$1,280
<b>Building Permit Fees</b>				
Building Permit	\$8,850	\$1,671	\$2,243	\$9,440
Plan Review	\$6,349	\$1,229	\$1,637	\$6,772
Zoning Review	\$797	\$425	\$425	\$850
Insulation	\$1,770	\$334	\$449	\$1,888
State Fee	\$152	\$22	\$32	\$163
Electrical Permit	\$795	\$124	\$174	\$847
Mechanical Permit	\$795	\$124	\$174	\$847
Plumbing Permit	\$795	\$324	\$374	\$847
Planning Surcharge	\$968	\$190	\$252	\$1,032
Total Entitlement Fees	\$49,400	\$0	\$2,665	\$50,500
Total Building Fees	\$21,271	\$4,443	\$5,760	\$22,686
<b>Total Project Fees**</b>	<b>\$70,671</b>	<b>\$4,443</b>	<b>\$8,425</b>	<b>\$73,186</b>
<b>Total Fees Per Unit</b>	<b>\$7,067</b>	<b>\$4,443</b>	<b>\$8,425</b>	<b>\$3,659</b>
* Assumes that an EIR is not required.				
** Does not include impact fees assessed by other agencies				

usually apply for a building permit directly whereas projects in planned-district areas are subject to design review and potentially other planning application fees. The table below compares entitlement and permit fees for sample projects:

The County does provide partial to full fee-waivers for projects containing affordable units. The Agency Director can waive or transfer from the In-Lieu Housing Trust Fund up to 100% of the planning fees for projects which include below market rate housing units subject to the requirement that the project meet the eligibility standards for state or federal housing funding. The amount of fees waived is determined based on the proportion of the project which is below market rate housing and the permanency of the housing subsidy.

### Building Codes and Enforcement

Marin County adopts the Uniform Building Code and subsidiary codes that set minimum standards for building construction. The standards may add material and labor costs but are felt to be necessary minimum standards for the safety of those occupying the structures.

Marin County has amended three specific provisions contained in the Uniform Codes which can impose additional costs on residential development: 1) Fire sprinklers are required in all new residential structures and any addition that exceeds 50% of the original structure, 2) Class 'A' roofing is required because of potential fire hazard, and 3) Plastic pipe is not permitted in any structure exceeding two stories in height.

The County also enforces provisions of the California Building Code (Title 24), specifically those related to energy conservation and efficiency. While these requirements have tended to be strengthened over time, resulting in increased construction costs, greater energy efficiency results in lower operating costs for the resident.

The County's code enforcement program is complaint-driven. The County has three staff dedicated to building and zoning code enforcement while additional staff are dedicated to septic system monitoring and enforcement. Most complaints are resolved voluntarily through corrective action by property owners, although some require additional actions through hearings and assessment of fines. In instances where work is done without building permits, double-fee penalties are assessed and the work must meet current code standards.

### Housing Assistance Team

Part of the issue in being proactive in regard to housing is the availability of County staff to implement housing programs. To address this issue, the *Marin Housing Workbook* recommends the creation of a Housing Assistance Team (HAT), coordinated by the Marin County Affordable Housing Strategist that would be available to assist the staff in all jurisdictions. Possible tasks include: (1) staff and assistance in implementing Housing Element programs; (2) assistance and support in maintaining Housing Element certification; and (3) technical assistance on housing matters.

The model will be available to planning departments and their projects throughout the county. The County's Affordable Housing Strategist will oversee the model and contract and deploy consultant "specialists/experts" to affordable housing developers at the request of the planning director of the jurisdiction where the development will occur. Most cities and towns have few staff and do not have areas of expertise to assist affordable development through the process. This technical assistance team will build the capacity of planning departments to get needed help in areas that they identify. The HAT will also track data on a countywide basis and share funding resources and legislation that has an impact on affordable housing development. The County has applied for funding to implement the program. Staff and interns are currently providing support to help draft Housing Elements for two jurisdictions. If funds are not awarded by philanthropic organizations the County staff will continue the pursuit of funding and provide support to all the cities and towns to access resources to develop affordable housing.

### Opportunities for Energy Conservation

Housing Elements are required to identify opportunities for energy conservation. Since the deregulation of energy companies in 1998, the price of energy has skyrocketed. With such an increase in prices, energy costs can be a substantial portion of housing costs. Effective energy conservation measures built into or added to existing housing can help residents manage their housing costs over time and keep lower income households operating costs affordable. There are a number of programs offered locally, through the local energy provider (PG&E) and through the State of California, providing cost-effective energy saving programs. Due to deregulation in California, utility costs have skyrocketed. State budget cuts could negatively affect some of these programs as a result.

The County has made information regarding energy conservation available to the public. There are several significant other areas in which the County of Marin County is encouraging energy conservation in new and existing housing:

- (1) Through application of State residential building standards that establish energy performance criteria for new residential buildings (Title 24 of the California Administrative Code).
- (2) Through the Housing Rehabilitation Loan Program that assists in the rehabilitation of older housing units, which can include energy efficiency improvements.
- (3) Through appropriate land use policies and development standards that reduce energy consumption, such as promoting more compact, walkable neighborhoods, with housing close to transit, jobs, community facilities and shopping; encouraging in-fill development; planning and zoning for multi-use and higher density development; permitting common walls and cluster development; and promoting passive and active solar design elements and systems in new and rehabilitated housing.

Energy conservation programs are also operated by private utilities and State and Federal agencies. For example, State and federal appliance standards now require manufacturers to produce and sell appliances according to specified energy-consumption performance criteria, and the Energy Crisis Intervention Program, funded by the State Department of Economic Opportunity, helps low income residents pay delinquent energy bills to avoid interruption of service.

PG&E also sponsors programs such as the Project Help/Direct Weatherization program that provides free attic insulation, weather stripping and caulking, water heater blankets and low flow showerheads for low-income households. The PG&E “walk-through audit” provides a comprehensive assessment of energy conservation needs and costs related to home appliances, structural design and insulation.

Through these and other conservation measures the County seeks to help minimize the percentage of household income that must be dedicated to energy costs as well as minimize the use of nonrenewable resources.

# A Framework for Action

## Overview

This part of the Housing Element sets forth a framework for developing an action plan for housing. It provides objectives, policies and implementing programs to effectively meet housing needs in the unincorporated portion of Marin County. Marin County is part of the complex metropolitan Bay Area employment and housing market. Just as some of Marin County's housing need are generated externally, so too are many of the resources required to meet that need. Nationwide, there was a sharp drop in multifamily housing construction during the 1990's due to the loss of federal tax credits, litigation and liability issues. In addition, federal and state funding for housing has declined dramatically since the 1980's. Many factors have resulted in local communities having to take on a more active role in facilitating the provision of housing that meets the needs of the community.

An additional challenge is finding appropriate sites for housing when there is a limited amount of developable land in Marin County that is suitable for housing, especially for multiple family housing. The County has strived to provide a variety of housing opportunities through construction of new housing and rehabilitation of its existing housing stock.

## Housing Vision and Objectives

### A Vision for Housing in Marin County

Overall, it is important for the vision and values as expressed in the Housing Element to be consistent with those of the entire Countywide Plan. The *Vision for Housing* helps us to understand what we value, and to take a positive, constructive look at our community and how housing fits into our future. With a clearer idea of what it is we want our community to be like, we can chart a more meaningful and effective course to get there. Below is the *Vision for Housing* as expressed in the Marin County Housing Element.

### **Vision for Housing in Marin County Expressed in the Marin County Housing Element**

We have preserved and enhanced what we have for so long appreciated about Marin County — the look and feel of our small town and our heritage, our sense of community, green space, openness, beauty, art, our vital and diverse businesses, and adequate services.

We value the following about housing in Marin County:

- 1 People can live, work and play here.

- 2 We have housing choices to fit different needs. We have built mixed-use projects in our downtown, above parking lots, within commercial areas, and near transit.
- 3 We have maintained the age and economic diversity of our population. We are socially integrated and our kids can still live here. We value human dignity and our cultural and economic diversity.
- 4 There is creativity in design and types of housing.
- 5 We have support systems and housing in place to help the disenfranchised (homeless, elderly, disabled, and others in need).
- 6 There is a distinct difference between the urban and natural areas of our community. The natural environment is beautiful and fragile natural systems work well.
- 7 Our communities are friendly, with lots of interaction and community involvement, and there is coordination with other jurisdictions to address important housing issues in creative and effective ways.

### Housing Objectives

State law requires the Housing Element to include quantified objectives for the maximum number of units that can be rehabilitated, conserved, or constructed. Policies and programs establish the strategies to achieve these objectives. The County's quantified objectives are described in Tables 18 and 19. Assumptions are based on past program performance, construction trends, land availability, and future program funding. The County's housing policies and implementing programs are grouped by the *housing objectives* described. Policies and implementing programs are then further grouped by the topics listed under each objective. Implementing programs are also summarized in Appendix G.

#### *Housing Objective 1*

- **Work Together to Achieve the County's Housing Goals**  
*Sense of Community and Creation of Successful Partnerships*  
*Equal Housing Opportunities*

#### *Housing Objective 2*

- **Maintain and Enhance Existing Housing and Blend Well-Designed New Housing into Existing Neighborhoods**  
*Housing Design*  
*Existing Housing and Neighborhoods Preservation*

***Housing Objective 3*****■ Use Land Efficiently to Meet Housing Needs and to Implement ‘Smart’ and Sustainable Development Principles***Housing and Jobs Linkage**Variety of Infill Housing Choices**Transit-Oriented Development**Mixed Use Housing**Long-Term Affordable Housing**Inclusionary Housing**Second Units****Housing Objective 4*****■ Provide Housing for Special Needs Populations that is Coordinated with Support Services***Special Needs Housing**Special Needs Support Programs****Housing Objective 5*****■ Build Local Government Institutional Capacity and Monitor Accomplishments to Respond to Housing Needs Effectively Over Time***Funding for Housing**Effective Implementation and Monitoring***Housing Policies and Implementing Programs****1.0 WORK TOGETHER TO ACHIEVE THE COUNTY’S HOUSING GOALS**

***Sense of Community and Creation of Successful Partnerships:*** *Enhance our sense of community by identifying shared responsibilities from all sectors within our community (government, business, neighborhoods, non-profits, etc.) that effectively address the County’s housing needs.*

- H1.1 Local Government Leadership.** Affordable housing is an important County priority, and the County will take a proactive leadership role in working with community groups, other jurisdictions and other agencies in following through on identified housing element implementation actions in a timely manner.
- H1.2 Community Participation in Housing and Land Use Plans.** The County will undertake effective and informed public participation from all economic segments and special needs of the community in the formulation and review of housing and land use issues.

- H1.3 **Neighborhood Meetings.** Developers of any major project will be encouraged to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster and constructive development review.

### *Implementing Programs*

■ **H1.A Coordinate Neighborhood Meetings.** Strongly encourage developers to have neighborhood meetings with residents and staff early as part of any major development pre-application process.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Greater community support for affordable housing

*Timeframe:* Ongoing

■ **H1.B Conduct Community Outreach Activities.** Provide ongoing outreach and a forum for discussion of housing issues through presentations and increased citizen awareness of housing programs. Specific actions include:

- a. Provide information pamphlets on housing issues and programs at public locations and community mailings.
- b. Distribute material to neighborhood groups and associations.
- c. Provide public information through articles in the local newspaper and with cable TV public service announcements.
- d. Work with other public agencies, businesses and community groups, unions, the building and real estate industry, non-profit housing sponsors, school districts, faith-based organizations, health and human service providers, environmental groups, property managers, tenant organizations, and other interested parties within Marin County that might be mobilized to help support affordable and special needs housing developments.

*Responsibility:* Community Development Agency; Marin Housing Authority, Continuum of Housing and Services

*Financing:* Staff time, grant writing for advertising

*Objectives:* Better coordination and collaboration of effort, input, and education

*Timeframe:* December 2002 and ongoing

■ **H1.C Prepare and Update Public Information Materials.** Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce, participate in the Marin Consortium for Workforce Housing in building public understanding, and support for workforce and special needs housing. Using materials from the Marin Housing Workbook and Marin County Housing Element, provide information to improve awareness of housing needs, issues and programs (e.g., PowerPoint presentations; display; pamphlets; and facts sheets).

*Responsibility:* Community Development Agency; Housing Assistance Team (HAT)

*Financing:* Staff time

*Objectives:* Handouts, County website, presentation material, library to increase knowledge regarding housing

*Timeframe:* December 2003

**■H1.D Collaborate to Implement an Inter-Jurisdictional Strategic Action Plan for Housing.** The Strategic Action Plan for Housing in Marin that will be considered with each jurisdiction's housing element, should be reviewed by each jurisdiction, and adopted by the Countywide Planning Agency. The Strategic Action Plan program should be coordinated by the Marin County Affordable Housing Strategist and be available to assist participating cities and towns.

*Responsibility:* Community Development Agency; Countywide Planning Agency

*Financing:* Staff time, grant writing for advertising

*Objectives:* Better coordination and collaboration of effort, increased housing production

*Timeframe:* December 2003

**■H1.E Undertake Coordinated Lobbying Efforts.** Identify and lobby for possible changes to State law (such as allowances for the County and Cities to voluntarily collaborate in funding and sharing allocations for housing developments in cities, similar to the special exception for Napa County) or other legislation that helps to most effectively implement local housing solutions and achieve housing goals. The County will support legislative changes that will assist in providing housing that helps to address the County's housing needs. Legislative issues of critical importance would include funding allocations for affordable housing, and modifications to State law that would make it easier for jurisdictions to voluntarily share funding and credit for meeting fair share allocations.

*Responsibility:* Community Development Agency; City Councils and City Managers

*Financing:* Staff time

*Objectives:* Improved coordination and prioritizing of development throughout the County.

*Timeframe:* December 2003

***Equal Housing Opportunities:*** Promote equal housing opportunities for all persons and assure effective application of Fair Housing law.

**H1.4 Equal Housing Opportunity.** To the extent possible, the County will ensure that individuals and families seeking housing in Marin County are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the Fair Housing Act.

### ***Implementing Programs***

**■H1.F Require Non-discrimination Clauses.** Continue to provide nondiscrimination clauses in rental agreements and deed restrictions for housing constructed with either County participation or with Development Disposition Agreements and Owner Participant Agreements when Redevelopment Agency participation occurs.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Reduce discrimination

*Timeframe:* December 2002 and ongoing

■ **H1.G Respond to Complaints.** Refer discrimination complaints to the appropriate legal service, County, or state agency, or Fair Housing of Marin. Participate in activities available in the community to broaden knowledge of fair housing laws, including Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers. Specific actions include:

- a. Provide written material at public locations and on the local County's website. Information regarding equal housing opportunity laws shall be made available to the public. A pamphlet on equal housing opportunity shall be prepared and distributed to the public at the Civic Center and government outlets.
- b. Work with local non-profit and service organizations to distribute information to the public.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Respond to discrimination complaints and public education

*Timeframe:* As needed

## 2.0 MAINTAIN AND ENHANCE EXISTING HOUSING AND BLEND WELL-DESIGNED NEW HOUSING INTO EXISTING NEIGHBORHOODS

***Housing Design:** Assure that new housing is well designed to enhance our neighborhoods and community as a whole.*

- H2.1 Housing Design Process.** The County will review proposed new housing to achieve excellence in development design in an efficient process.
- H2.2 Design that Fits into the Neighborhood Context.** It is the County's intent that neighborhood identity and sense of community will be enhanced by designing all new housing to have a sensitive transition of scale and compatibility in form to the surrounding area.
- H2.3 Housing Design Principles.** The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principles:
- a. **Reduce the Perception of Building Bulk.** In multi-unit buildings, require designs that break up the perceived bulk and minimize the apparent height and size of new buildings, including the use of upper story step backs and landscaping. Ensure a human scale in new development and, when possible, create multi-family buildings that have the appearance of gracious single-family homes. Windows and doors, for example, are an important element of building design and an indicator of overall building quality

- b. **Recognize Existing Street Patterns.** Incorporate transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy. Design new housing so that it relates to the existing street pattern and creates a sense of neighborliness with surrounding buildings.
- c. **Enhance the “Sense of Place” by Incorporating Focal Areas.** Design new housing around natural and/or designed focal points, emphasized through direct pedestrian/pathway connections. Respect existing landforms, paying attention to boundary areas and effects on adjacent properties.
- d. **Minimize the Visual Impact of Parking and Garages.** Discourage home designs in which garages dominate the public façade of the home (e.g. encourage driveways and garages to be located to the side of buildings and recessed, or along rear alleyways or below the building in some higher density developments).
- e. **Use Quality Building Materials.** Building materials should be high quality, long lasting, durable and energy efficient.

H2.4 **Resource Conservation.** The County will promote development and construction standards that provide resource conservation by encouraging housing types and designs that use sustainable materials, cost-effective energy conservation measures and fewer resources (water, electricity, etc.), and therefore cost less to operate over time, supporting long-term housing affordability for occupants.

H2.5 **Renewable Energy Technologies.** Promote the use of sustainable and/or renewable materials and energy technologies (such as solar and wind) in new and rehabilitated housing when possible.

### *Implementing Programs*

■ **H2.A Exceed Title 24 Requirements and Establish “Green” Building Standards and Processes.** Exceed Title 24 energy conservation requirements, and require structural and landscaping design to make use of natural heating and cooling where financially feasible. Institute the Best Program applying “Green Building Standards and Processes”. Encourage the use of green building materials and energy conservation. Continue to develop and update available resources for this program.

*Responsibility:* Community Development Agency; consultants  
*Financing:* Staff time, grant writing  
*Objectives:* Energy efficiency and education  
*Timeframe:* Ongoing

■ **H2.B Clarify and Adopt Criteria for Use in Residential Design Review Process.** Adopt “design guidelines” or more general “design principles” that will establish consistent development review criteria for use by applicants, the community, staff and decision makers. The intent is not to create new barriers to housing, but to make the process more objective by working definitions and criteria for community expectations in the design review process. Review and modify the Design Review Process to consider the following items:

- a. Define clearly the purview and purpose of “design review” issues, the process and decisions.
- b. Create a simple and streamlined process for non-controversial projects.
- c. Define neighborhood-noticing requirements and identify ways to involve the community early on in the process.
- d. Clarify which types of projects can have final (and exclusive) approval at the design level, either with a design review board or with staff, subject to adequate noticing and appeal procedures (such as second units, house additions, etc.).
- e. Provide public handouts to assist the public, planners and design review members on the design review process and criteria to be used in reviewing projects.

*Responsibility:* Community Development Agency; consultants, finance staff

*Financing:* Staff time

*Objectives:* Procedures for neighborhood meetings adopted

*Timeframe:* December 2004 as part of the development code update

***Existing Housing and Neighborhoods Preservation:*** Protect and enhance the housing we have and ensure that existing affordable housing “at risk” of conversion to market rates will remain affordable.

**H2.6 Preservation of Existing Residential Units.** The County will prohibit to the extent permitted by law, conversion of rental developments to non-residential or bed and breakfast uses to protect and conserve existing rental housing stock.

**H2.7 Protection of Existing Affordable Housing.** The County will strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions would remain affordable over time, and intervene when possible to help preserve such housing.

**H2.8 Maintenance and Management of Quality Housing and Neighborhoods.** The County will encourage good management practices and the long-term maintenance and improvement of existing housing through housing and building code enforcement, and rehabilitation loan assistance for low and moderate income homeowners and rental property owners with lower income tenants. Make the most effective use of rehabilitation loan funds by prioritizing their use to meet the greatest need.

- H2.9 **Mobilehomes, Mobilehome Parks, and Manufactured Housing.** The County will strive to protect mobilehomes, mobilehome parks, and manufactured housing as an important source of affordable housing in Marin County and will work with residents, property owners, agencies and non-profit groups to seek ways to assist in the long-term protection and affordability of this unique source of housing in the community. If mobile home parks are converted to other uses, the County will require developers to provide relocation assistance for current residents.

### *Implementing Programs*

■ **H2.C Link Code Enforcement with Public Information Programs.** Implement housing, building and fire code enforcement to ensure compliance with basic health and safety building standards and provide information about rehabilitation loan programs and subsidized housing programs for use by qualifying property owners who are cited and tenants in need.

*Responsibility:* Community Development Agency; Marin Housing Authority

*Financing:* Staff time funding from the CDBG Rehabilitation Loan Funds

*Objectives:* Secure affordable safe housing and improve the safety and quality of existing housing stock

*Timeframe:* December 2002 and ongoing

■ **H2.D Assist in Maximizing Use of Rehabilitation Programs.** Publicize low-income homeowners assistance for housing rehabilitation and the availability of other funding mechanisms to help with home upkeep and maintenance, such as reverse mortgages for seniors on fixed incomes. Utilize Federal Community Development Block Grant (CDBG) funds, administered by the Marin Housing Authority, that are available for this purpose, or other sources to the extent possible, given program funding criteria and local need. Facilitate greater participation in the program by increased advertising and by encouraging resident participation.

*Responsibility:* Community Development Agency; Marin Housing Authority

*Financing:* The County may use funding sources such as CDBG funds and Redevelopment Tax Increment Set-Aside funds, and County-generated affordable housing funds to implement this program.

*Objectives:* Education and preservation of existing units

*Timeframe:* December 2003

■ **H2.E Monitor “At Risk” Units and Acquire Existing Affordable Rental Housing.** Work with non-profit sponsors seeking to acquire and rehabilitate affordable rental housing units in order to maintain ongoing affordability of the units. This will include, but not be limited to: (1) support necessary to obtain funding commitments from governmental programs and non-governmental grants; (2) assistance in permit processing; (3) possible waiver of fees; and (4) use of local funds if available.

Identify and monitor properties at risk of conversion to market rate and work with the property owners and/or other parties to ensure that they are conserved as part of the county's affordable housing stock. Identify funding sources and timelines for action,

and prepare an ordinance requiring a one-year notice to residents, the County and the Marin Housing Authority of all proposed conversions of affordable housing units to market rents. Identify funding sources and timelines for action.

*Responsibility:* Community Development Agency

*Financing:* Staff time, funding for preservation and acquisition

*Objectives:* Housing stock preservation

*Timeframe:* December 2004

**■H2.F Constraints on the Development, Maintenance and Improvement of Housing for Persons With Disabilities.** Analyze and determine whether there are constraints on the development, maintenance and improvement of housing intended for persons with disabilities, consistent with Senate Bill 520 enacted January 1, 2002. The analysis will include an evaluation of existing land use controls, permit and processing procedures and building codes. If any constraints are found in these areas, the County will initiate actions to address these constraints to provide reasonable accommodation for housing intended for persons with disabilities.

The Community Development Agency Block Grant Program funds annually the Rehabilitation Loan Program that is administered by the Marin Housing Authority. This program allows private low and very low-income homeowners to access forgivable loans to upgrade their homes with disability assistive devices such as ramps, hand grips etc.

The Community Development Agency Block Grant and HOME Program funds group home and affordable housing developments for special needs/disabled populations. Funds can be used to preserve, upgrade and create new housing opportunities for very low, low and moderate housing for disabled individuals. Funds have been used to create rental housing for seniors, mentally ill individuals, developmentally disabled, and treatment programs and transitional housing for homeless, abused women and those with substance abuse issues, and environmentally sensitive individuals. Funds are available under CDBG for community service programs and have been used to upgrade facilities to meet ADA requirements.

The Marin County Community Development Agency also administers the Housing Opportunities for Persons with Aids Program (HOPWA). This program provides on-going deep rental subsidies for individuals and families throughout the county.

*Responsibility:* Community Development Agency, Planning Division

*Financing:* Community Development Agency operating budget

*Objective:* Remove constraints to develop and preserve housing for disabled persons

*Timeframe:* Evaluation by July 2003 and if any constraints are found, subsequent actions will be implemented through adoption of the updated Countywide Plan and Development Code, anticipated for mid-2004.

### 3.0 USE OUR LAND EFFICIENTLY TO MEET HOUSING NEEDS AND TO IMPLEMENT 'SMART' AND SUSTAINABLE DEVELOPMENT PRINCIPLES

***Housing and Jobs Linkage:** Promote closer linkages between creating housing nearby to where people work and to establish commercial, office, industrial and other non-residential use contributions for affordable 'workforce' housing.*

- H3.1 **Housing for Local Workers.** County will strive to provide an adequate supply and variety of housing opportunities to meet the needs of Marin County's workforce and their families, striving to match housing types and affordability, with household income.
- H3.2 **Contributions for Workforce Housing from Non-Residential Uses.** Local housing needs for local workers is an important factor for the County when reviewing non-residential development proposals. The County will require specific non-residential uses to contribute to the provision of affordable workforce housing, such the provision of housing on-site, or other alternatives of equal value.
- H3.3 **Employee Housing.** The County will work with employers developing larger projects to ensure local housing opportunities for their employees and will engage employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas will be encouraged to consider and propose housing where feasible.
- H3.4 **Live/Work Developments.** Live/work units provide workforce affordable housing, generate additional economic activity in the community, and improve the jobs/housing balance. Opportunities for live/work developments, where housing can be provided for workers on-site or caretaker or other types of housing can be provided in appropriate locations, will be encouraged by the County.

#### *Implementing Programs*

■ **H3.A Complete a Non-Residential Jobs/Housing Linkage Study.** In coordination with Marin County and the cities of San Rafael and Novato, complete the Nexus Study (already in draft form) to determine appropriate and possible contributions for affordable housing from non-residential uses, and to document the relationship between job growth and affordable housing needs of various types of development.

*Responsibility:* Community Development Agency

*Financing:* Staff time, funding sources

*Objectives:* Legally justifiable nexus analysis

*Timeframe:* December 2002

■ **H3.B Adopt a Job/Housing Linkage Ordinance.** Adopt a Jobs/Housing Linkage Ordinance with consideration of the following exaction requirements:

- a. Set exaction requirements for dwelling units and/or in-lieu fees according to empirically based evidence and must comply with all other legal tests.
- b. Include affordable housing units within manufacturing/light industry/assembly, office/research and development, warehouse, hotel and retail with order of priority being 1) include housing on-site, 2) provide housing off-site, 3) subsidizing mortgages or rents, and 4) as a last resort, collection of an in-lieu fee based on subsection c., below.
- c. Establish the payment of fees into a Housing Trust Fund of in-lieu fees based on a dollar amount per square foot of manufacturing/light industry/assembly, office/research and development, warehouse, hotel and retail

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Provision of housing with new non-residential development

*Timeframe:* December 2003

■ **H3.C Identify Existing Employee Housing Opportunities.** Work with local school districts, public agencies, and existing businesses to seek opportunities for helping their employees find needed housing, such as purchasing or leasing larger facilities to provide local housing opportunities, mortgage buy-downs or subsidies, rent subsidies, etc. Seek the commitment of other organizations, such as the Marin Board of Realtors to have their members encourage employers to address employee-housing opportunities.

*Responsibility:* Community Development Agency and other government and non government agencies

*Financing:* Staff time

*Objectives:* Housing close to jobs and a reduction in commuting

*Timeframe:* December 2003

■ **H3.D Establish Zoning for Live/Work Opportunities.** Review home occupation, employee, and caretaker provisions in the Zoning Ordinance to ensure reasonable standards for home occupations and to create the possibility for live/work projects. Identify locations in Marin County suitable for live/work units and include performance standards relating to noise, odor and type of uses permitted, and standards for parking, fencing and related performance standards.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Housing close to jobs and a reduction in commuting

*Timeframe:* December 2002-2004 (phased) as part of the development code update

**Variety of Infill Housing Choices:** Maintain a diverse population by providing a variety of choices in the type, size, cost and location of new housing and more efficient use of existing housing, including the creative and efficient use of vacant and redevelopment of built land within established development areas to support local transit and services, maximize sustainability, and help maintain our environmental and open space.

- H3.5 **Diversity of Population.** Consistent with the community's housing goal, it is the desire of the County to maintain a diversity of age, social and economic backgrounds among residents throughout Marin County by matching housing size, types, tenure, and affordability to household needs.
- H3.6 **Variety of Housing Choices.** In response to the broad range of housing needs in Marin County, the County will strive to achieve a mix of housing types, densities, affordability levels and designs. The County will work with developers of 'non-traditional' and innovative housing approaches in financing, design, construction and types of housing that meets local housing needs, including, but not limited to, provision of the following types of housing at varying affordability levels:
- a. Owner and renter housing;
  - b. Small and large units;
  - c. Single and multifamily housing;
  - d. Housing close to jobs and transit;
  - e. Mixed use housing;
  - f. Supportive living;
  - g. Single Room Occupancy units (SRO's);
  - h. Shared living opportunities;
  - i. Co-housing;
  - j. Manufactured housing;
  - k. Self-help or "sweat equity" housing;
  - l. Cooperatives or joint ventures between owners, developers, and non-profit groups in the provision of affordable housing;
  - m. Eco-housing;
  - n. Assisted living; and,
  - o. Supportive housing.
- H3.7 **Flexibility in Development Standards.** The County will seek ways to allow for flexibility in applying development standard, such as FAR, height limits, density, and parking, based on the location and design of the development, compatibility with adjacent uses, and the type, size, and income levels of the occupants of the housing, recognizing that more affordable housing near transit, jobs and services will generate fewer trips, require less parking, and have fewer area-wide impacts.
- H3.8 **Single-Room Occupancy Units (SRO) and Efficiency Apartments.** Establish opportunities for development of SRO's and efficiency apartments in appropriate locations as lower cost rental alternatives for single person households. Consider the revision of parking requirements for SRO housing.
- H3.9 **Retention and Expansion of Multi-Family Sites at Medium and Higher Density.** The County will protect and strive to expand the supply and availability of

multi-family infill housing sites for affordable and workforce housing, will make the most efficient use of these sites in meeting local housing needs, and will strive to make sites competitive for subsidies. The County will not redesignate or rezone residential land for other uses or to lower densities without rezoning equivalent land for higher density multi-family development.

- H3.10 Homesharing.** The County will seek ways to make house sharing, as tenants in common, a viable option for seniors and other groups identified as having special housing needs as a way to make efficient use of existing housing and as an alternative to building more housing in some areas.

### *Implementing Programs*

■ **H3.E Apply CEQA Exemptions and Expedited Review.** Consistent with CEQA Section 15332 (“Infill Development Projects”), the County will seek opportunities for infill development within urbanized areas consistent with local general plan and zoning requirements that can be categorically exempt from CEQA review. In instances where CEQA Section 15332 would not apply, the County will consider an area-wide Environmental Assessment or Program EIR assessing area-wide infrastructure and other potential “off-site” impacts to expedite the processing of subsequent affordable housing development proposals.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Improve efficiency of environmental review process

*Timeframe:* December 2002

■ **H3.F Modify Multi-Family Sites Zoning.** The County will review and amend its multi-family residential standards and procedures in order to assure protection and efficient development of multi-family infill housing sites that are consistent with the Marin County General Plan and Zoning Ordinance to be developed for affordable and workforce housing. Amendments to be addressed include:

- a. Establish requirements for minimum densities to be built to ensure that medium and higher density sites are not developed with lower density, detached single family housing unless it is certain that physical or environmental constraints will preclude its achievement.
- b. If development on a site is to occur over time, ensure that the proposed development does not prevent subsequent development of the site to at least its minimum density.
- c. Approve well-designed multi-family housing at the mid-to high-end of the density range of Countywide Plan and Community Plans densities.
- d. List multi-family housing up to a specified number of units as a permitted use (not a conditional use) in multi-family zones, subject to design review and other routine development review and approval.
- e. Establish Countywide Plan multi-family density ranges of up to 40 units per acre where appropriate (e.g., where parks and other services would be adequate; and/or near transit stops and other services; and/or on key sites/ areas already designated multi-family or mixed use).

- f. Encourage use of planned development zones in order to allow flexibility in applying development standards and to achieve higher densities, particularly where greater affordability can be achieved
- g. Allow density standards to be applied on a net acre basis.
- h. Allow flexibility in some locations to increase the height limit for multi-family buildings when linked to good design.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Increase capacity for affordable housing development

*Timeframe:* December 2004

**■H3.G Seek Increased Multi-Family Housing Opportunities.** When undertaking general plan amendments, specific plans, rezoning, or a similar community visioning process, the County will strive to identify sites for multi-family affordable workforce and special needs housing where opportunities are available. Such sites and opportunities may include or consider the following:

- a. Land owned by the County or other governmental agencies (such as school districts).
- b. Re-use of underutilized or non-viable commercial sites and, in limited circumstances, industrial sites, to encourage adaptive re-use of vacant buildings with residential or mixed residential and commercial uses.
- c. Parking lots.
- d. Residentially zoned sites where higher density is feasible or may be accommodated through lot consolidation.
- e. A small percentage of sites in single-family neighborhoods where duplexes or small multi-family uses would be appropriate.
- f. For key housing opportunity sites/areas, identify specific housing use and design objectives, and then incorporate fast track process provisions for subsequent projects that are consistent with the plan.
- g. Identify the mix of uses, minimum density standards, density bonuses, or a percentage of affordable units (sites should be rezoned at sufficient densities to create incentives for housing production within the 5-year timeframe of the housing element).
- h. Establish objectives and commitments in general plans and community/neighborhood plans so that project-specific review can focus on site-specific issues such as design.
- i. Link plans to CEQA exemptions and expedited review, consistent with CEQA Section 15332.
- j. Provide clear guidelines and incentives for the development of housing in conformance with current State laws and to identify specific ways to streamline processing for subsequent development proposals.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Increase capacity for multifamily housing development

*Timeframe:* December 2004

**■H3.H Zone and Provide Appropriate Standards for SRO Units and Efficiency Apartments.** Establish opportunities for development of SRO's and efficiency apart-

ments in appropriate locations as lower cost rental alternatives for single person households. Review and revise zoning regulations to encourage additional Single Room Occupancy (SRO) units and efficiency apartments in multi family and mixed use areas. This review should include:

- a. Review and provide appropriate parking, development and management standards, and reduce per unit fees and other standards in recognition of the small size and low impacts of SRO units.
- b. Expand the types of SRO development that may be permitted (e.g., not strictly very low and low income).
- c. Consider zoning provisions to encourage SRO's and "studio apartments" through the use of density bonus provisions, or other provisions that may equate SRO units or studio apartments on a 2 to 1 basis with 2 bedroom apartments.

*Responsibility: Community Development Agency*

*Financing: Staff time*

*Objectives: Offer financially viable housing options for single individuals adopted*

*Timeframe: December 2004*

**■H3.I Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development.** Encourage housing developments that are based on CoHousing and similar approaches that feature housing units clustered around a common area and shared kitchen, dining, laundry and day care facilities, and make zoning revisions that could assist "shared housing", such as allowing a small meal preparation area in addition to a kitchen in order to facilitate home sharing opportunities, particularly in underutilized, large homes occupied by only 1 or 2 people.

*Responsibility: Community Development Agency*

*Financing: Staff time*

*Objectives: Offer housing options and variety*

*Timeframe: December 2005*

**■H3.J Evaluate Government Property for Housing Potential.** Actively work with school district, government agencies, and neighborhood groups to develop surplus or underdeveloped property for affordable housing for teachers and government personnel. Establish an equitable selection process if the agency or district puts up land and therefore has an equity interest in the housing development.

*Responsibility: Community Development Agency*

*Financing: Staff time*

*Objectives: Identification of additional suitable housing sites*

*Timeframe: June 2004*

**■H3.K Encourage Transfer of Development Rights (TDR).** Consider actions to encourage Transfer of Development Rights (TDR) if it will result in the development of workforce or special needs affordable housing in appropriate locations.

*Responsibility: Community Development Agency*

*Financing: Staff time*

*Objectives: Community building*

*Timeframe: December 2004*

■ **H3.L Review and Update Parking Standards.** Review and update parking standards based on the most up-to-date empirical studies to allow for more flexible parking requirements to help facilitate infill, transit-oriented and mixed use development. Consider the following:

- a. Reduce second unit parking requirements from 2.0 to 1.0.
- b. Reduce parking requirements for projects near transit.
- c. Provide opportunities for shared parking for mixed-use developments.
- d. Allow for tandem parking.
- e. Allow for off-site parking, such as on-street parking or use of public parking for satisfying a portion of the parking needs for new housing units, particularly for affordable housing.
- f. Establish a landscape parking reserve that is designated for parking if needed in the future.
- g. Evaluate opportunities for underground parking or auto sharing.
- h. Identify instances where it may be appropriate to allow parking standards to be adjusted on a case-by-case basis, depending upon the location and characteristics of the development and its intended occupants.

*Responsibility:* Community Development Agency and Public Works Department

*Financing:* Staff time

*Objectives:* Increase ability to utilize more land for housing development

*Timeframe:* December 2004

***Transit-Oriented Development:** Encourage development at maximum densities within an easy walking distance to transit access points — a station or location served by one or more transit lines — where reduced automobile usage and parking requirements are possible. Maximize the use of these limited land resource sites to reduce overall energy, land, water and other costs.*

**H3.11 Transit-Oriented Development Incentives.** The County will establish land use arrangements and densities that facilitate efficient public transit systems, and will provide incentives for housing developments within an easy walking distance of transit stops, where reduced automobile use and parking requirements are possible.

**H3.12 Designation of Transit-Oriented Development Locations.** The following criteria should be met for a Transit-Oriented Development:

- a. The site is within 0.25-mile distance of a transit route and services (i.e., Downtowns, or retail centers where daily goods and services are provided such as markets, dry cleaners, pharmacies, and similar uses).
- b. Potential impacts are mitigated.
- c. Required inclusionary units are provided.
- d. The development provides an excellent, high quality design that fits with the surrounding neighborhood and incorporates attractive and usable common/open areas.

- e. The development provides and/or allows for provision of transit improvements or service as appropriate and if feasible for the site.
- f. Parking requirements will be relaxed where possible.

**H3.13 Regional Transportation/Housing Activities.** The County will coordinate with regional transportation planning activities such as the Congestion Management Agency and Metropolitan Transportation Commission, and will facilitate transit-oriented housing development by using the incentives and other means provided through regional transportation plans.

#### *Implementing Programs*

##### **■H3.M Establish Transit Oriented Development (TOD) Zoning Standards.**

Establish standards and procedures in the Zoning Ordinance to promote Transit Oriented Development (TOD), including: (1) A density bonus (up to an additional 25% in excess of the General Plan maximum); (2) parking standards to be established on a case-by-case basis, depending upon the location and characteristics of the development; and (3) height limit bonuses on parts of TOD sites as appropriate if the design fits with other nearby uses and within the neighborhood context.

*Responsibility:* Community Development Agency and Public Works Department

*Financing:* Staff time

*Objectives:* Maximize housing opportunity sites and decrease transportation congestion

*Timeframe:* December 2004

**■H3.N Identify and Designate TOD Sites.** Identify and map potential TOD sites, and undertake general plan, rezoning and environmental review as necessary to facilitate their development.

*Responsibility:* Community Development Agency; Countywide Plan Update

*Financing:* Staff time

*Objectives:* Increase available housing opportunities

*Timeframe:* December 2004

***Mixed Use Housing:*** Encourage housing in largely non-residential areas where residential use is appropriate to the setting and where mixed-use projects can be encouraged to address jobs and housing needs.

**H3.14 Mixed Use Housing.** Well-designed mixed use residential/non-residential developments are highly encouraged by the County where residential use is appropriate to the setting and development impacts can be mitigated, such as in and around the Downtown. The County will develop incentives to encourage mixed-use development in appropriate locations.

**H3.15 Redevelopment of Shopping Centers.** The County will promote the development of housing in conjunction with the redevelopment of shopping centers when it occurs.

### *Implementing Programs*

**■H3.O Conduct a Survey of Potential Mixed Use Sites.** Conduct a survey of non-residential sites to identify sites that have the potential for mixed-use development or redevelopment, as follows:

- a. Site-selection efforts should be focused on areas located near to downtowns, commercial corridors and shopping centers, malls or village commercial areas.
- b. Analyze current zoning and development standard constraints that may limit mixed-use development for each potential site identified as identified in 3.3-A.
- c. Develop criteria for site identification, such as proximity to transit, commercial services, compatible scale of surrounding development, lack of land use conflicts, and applicability of CEQA Section 15332 (“Infill Development Projects”).

*Responsibility:* Community Development Agency  
*Financing:* Staff time  
*Objectives:* Determine potential for new housing opportunity  
*Timeframe:* June 2003

**■H3.P Prepare a “White Paper” on Mixed Use Housing Development Feasibility.** Investigate financing, market, management and development feasibility issues related to mixed-use development. Identify ways in which government actions can make mixed use affordable and workforce housing more feasible.

*Responsibility:* Community Development Agency  
*Financing:* Staff time  
*Objectives:* Increase feasibility of successful rezoning  
*Timeframe:* December 2003

**■H3.Q Establish Mixed Use Development Standards and Incentives.** Assess impediments and create incentives for mixed-use housing development, including changes to zoning and development code standards to make possible affordable housing development in mixed-use zones. Consider the following:

- a. Allow for height limit bonuses, especially in downtowns.
- b. Allow flexibility in applying development standards (FAR, lot coverage) based on the location, type, and size of the units, and the design of the development.
- c. Encourage housing by allowing the residential component of a mixed-use development to be ‘additive’ rather than within the established FAR for that zone, and eliminate density requirements for residential uses.
- d. Allow reduced and shared parking based on the use mix, and allow for reduced parking where sites are located within 0.25 mile of a public transit stop.

- e. Allowances for tandem parking and off-site parking leases.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Increase housing opportunity sites and revitalize underutilized non-residential areas

*Timeframe:* December 2004

***Long-Term Affordable Housing:*** Make available sites and incentives for the development of long-term affordable housing.

**H3.16 Density Bonuses and Other Incentives for Affordable Housing Developments.** The County will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated. The County will consider the following possible incentives for developments containing a significant percentage of very low or low-income units on-site:

- a. **State Density Bonus Law.** Offer density bonuses of at least 25 percent and at least one other incentive consistent with the State Density Bonus Law (Government Code Section 65915), for developments that include at least: (a) 20 percent of the units for lower-income households; or (b) 10 percent of the units for very low income households; or (c) 50 percent of the units for senior citizens.
- b. **Parking:** Sites within 0.25 mile of a transit stop may be permitted up to a 30 percent reduction in parking required by current code, and tandem parking or off-site parking alternatives will also be considered.
- c. **Relationship of Density to Floor Area, Height and Lot Coverage:** Provide flexibility in applying development standards (e.g. parking, floor area, setback, height standards), subject to the type of housing, size and unit mix, location and overall design. Additional density, beyond the maximum permitted, may be appropriate where units are significantly smaller and would have fewer impacts than the market norm. *(For example in a multiple residential zone where the norm is 1,200 square foot two bedroom units, two 600 square foot units may be permitted).*
- d. **Facilitating Affordable Housing Development Review.** Affordable housing developments shall receive the highest priority and efforts will be made by staff and decision-makers to: (1) Provide technical assistance to potential affordable housing developers in processing requirements, including community involvement; (2) consider

project funding and timing needs in the processing and review of the application; and (3) provide the fastest turnaround time possible in determining application completeness.

- e. **Reduced Fees.** Waive or reduce fees on a sliding scale related to the levels of affordability, such as a rebate of all planning and building fees for affordable units based on the proportion of such units in the project.
- f. **Coordination with Other Agencies.** Coordinate with service providers and other agencies as necessary to create opportunities for the development to be built.
- g. **Use of Housing Trust Funds.** Use Housing Trust Funds as appropriate to achieve greater affordability.

H3.17 **Long-Term Housing Affordability Controls.** The County will apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended.

H3.18 **“Designated” Affordable Housing Sites.** Given the diminishing availability of developable land, the County will identify housing opportunity areas and sites where a special effort will be made through incentives and other means to provide affordable housing.

#### *Implementing Programs*

■ **H3.R Link to Funding Resources.** Establish specific uses of housing funds and/or land donations generated through the inclusionary housing program. As appropriate, specific sites will be designated where affordable housing will be required through zoning and provide incentives and other means to make that development happen.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Maximize effectiveness of housing funds

*Timeframe:* December 2002

■ **H3.S Conduct a Detailed Affordable Housing Sites Feasibility Study.** Initiate a Housing Sites study, which, in part, shall review whether any surplus or potentially surplus public or quasi-public lands are appropriate for residential and mixed-use development, especially for homeless and at-risk of homelessness. Work with community groups to evaluate sites for their fitness as sites for affordable housing. Issues to be investigated include:

- a. Financial feasibility.
- b. Detailed planning, environmental review, and appropriate zoning.

- c. Site characteristics (access to public services and amenities, potential environmental issues, adjacent land uses, etc.)
- d. Affordable Housing Overlay Zoning

*Responsibility: Community Development Agency, Health and Human Services, and the member organizations of the Continuum of Housing and Services*

*Financing: Staff time*

*Objectives: Identification of additional suitable housing sites*

*Timeframe: December 2003 and ongoing*



**■H3.T Enact Density Bonus Zoning and Other Incentives.** Amend the Zoning Ordinance to encourage an increase in the supply of well-designed housing for very low, low and moderate-income households. Evaluate the following:

- a. Implementing a density bonus program, including establishing simplified density bonus provisions such as offering 2 bonus units for each unit affordable to low income (ownership) or very low income (rental).
- b. Possible financially equivalent incentives, such as use of trust fund resources, expedited processing in every department, and waived or reduced fees.
- c. Update fee schedules to reduce and/or defer fees to the extent possible for affordable housing, and encourage other agencies to also do so.
- d. Establish “fast track” processing procedures, CEQA processing incentives, and other mechanisms to fit with funding requirements and to facilitate desirable affordable housing projects that have a significant portion of their total floor area to committed to housing.

*Responsibility: Community Development Agency*

*Financing: Staff time and financial resources to fund staff time in lieu of fee waivers*

*Objectives: Create incentives to create more affordable housing opportunities*

*Timeframe: December 2004*

**■H3.U Prepare a “White Paper” on Ways to Facilitate Smaller Affordable Housing Projects.** Prepare a study of options and opportunities for the development of smaller affordable housing projects, such as mixed use or small infill site development. Work with non-profits in exploring management “best practices”, funding and other feasibility issues for smaller developments.

*Responsibility: Community Development Agency*

*Financing: Staff time*

*Objectives: Analyze opportunities and constraints on small-scale projects*

*Timeframe: December 2004*

■ **H3.V Evaluate the feasibility of an “Affordable Housing Overlay Zone” Zoning Designation.**

Evaluate the feasibility of establishing an affordable housing overlay zoning ordinance that lists particular sites on which residential densities will be substantially increased if a specified level of affordability is achieved. The “Affordable Housing Overlay Zone” should consider enactment of two parts: (1) “exclusive affordable housing zone”—where affordable housing will be required to be built (this procedure encourages for-profit/non-profit/public partnerships able to access public financing for maximum affordability and quality); and (2) for other areas where use of the “Affordable Housing Overlay Zone” is an option for properties, such as areas where lot consolidation and construction of smaller complexes will be encouraged. Specific considerations in developing the overlay zone include:

- a. Work with property owners and non-profit housing sponsors to identify ways in which incentives can be provided for affordable housing to be constructed, including use of local funding sources.
- b. To qualify for the benefits of the overlay zone, proposals should be required to include a minimum of 20 percent very low, 20 percent low and 20 percent moderate income housing units. Above moderate income market rate units should not exceed 40 percent of the total number of units with moderate income rental units counting as market rate units.
- c. Affordable ownership and rental units shall be deed-restricted for a period of not less than 55 years to ensure affordable resale and rents.
- d. Permit by-right multi-family residential development.
- e. Allow multifamily development of commercial sites.
- f. Waive some or all-local fees.
- g. Target a percentage of units for special needs populations.
- h. Provide flexibility in applying development standards (e.g. parking, setback, height), subject to type of housing, size and unit mix, location and overall design review (including a public hearing).

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Create new opportunities for affordable housing opportunities

*Timeframe:* December 2005

***Residential Inclusionary Housing:** Strengthen residential inclusionary requirements and incentives to require affordable housing as part of market rate projects.*

**H3.19 Inclusionary Housing Approach.** To increase affordable housing construction, the County will require residential developments involving one or more units to provide a percentage of units or an “in-lieu” fee for very low, low and moderate income housing. The units provided through this policy are intended for permanent occupancy and must be deed restricted, including but not limited to single family housing, multi-family housing, condominiums, townhouses, lo-

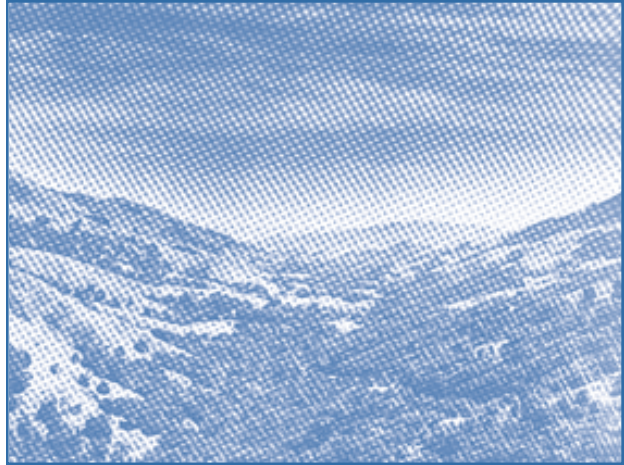
cally approved licensed care facilities, stock cooperatives or land subdivisions.

**H3.20 Income Levels.** Inclusionary zoning requirements will target very low or low-income rental units and low or moderate-income ownership units. 30-80% AMI for rental units and 50 –120% AMI for ownership units.

**H3.21 Options for Meeting Inclusionary Requirements.** The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multi-family housing developments with deed restrictions to support long periods of affordability. Second priority for meeting inclusionary requirements shall be the construction of units off-site or the transfer of land and sufficient cash to develop the number of affordable units required within the same community or planning area. If these options are not practical, then other alternatives of equal value such as in-lieu fees or rehabilitation of existing units may be considered.

**H3.22 Long-Term Affordability of Inclusionary Units.** Inclusionary units shall be deed-restricted to maintain affordability on resale to the maximum extent possible (typically in perpetuity or at least 55 years).

**H3.23 Payment of “In-Lieu” Fees.** Payment of in-lieu fees will only be accepted when it is determined that transfer of land and/or dedication of units would provide fewer affordable housing units than could be obtained by the expenditure of “in-lieu” fees on affordable housing development within the planning area. Fees will be calculated based on the cost for unit development and evaluated every other year (land and improvements).



#### *Implementing Programs*

**■H3.W Work with the Marin Housing Authority.** Continue agreement with the Marin Housing Authority (MHA) for management of the affordable housing stock in order to ensure permanent affordability, and implement resale and rental regulations for low and moderate-income units and assure that these units remain at an affordable price level.

*Responsibility:* Community Development Agency and MHA  
*Financing:* Staff time, CDBG funding  
*Objectives:* Housing preservation  
*Timeframe:* December 2002 and ongoing

■ **H3.X Revise the Inclusionary Housing Regulations.** Update the existing Inclusionary Housing Ordinance to include requirements for residential projects, including development of specific income targets and “in-lieu” fee formula. Guidelines for development of an inclusionary program need to meet specific legal tests, but could include:

- a. Establishment of an in-lieu fee for residential projects involving one to four units.
- b. All residential projects of 5 or greater will be required to provide units or fees at a rate of at least 20 percent affordable.
- c. Some flexibility is desirable in implementing this program, depending on the size of units (number of bedrooms), affordability, and consideration of very low, low and moderate-income housing need.
- d. Apply inclusionary requirements to licensed senior facilities with independent assisted living.
- e. Payment of in-lieu fees, or for fractional unit requirement, shall be at a rate adequate to create the affordable units off-site.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Maximize opportunities and create incentives to build housing verses pay fees.

*Timeframe:* December 2003

**Second Units:** *Encourage well-designed, legal Second units in all residential neighborhoods.*

**H3.24 New Second Units Approach.** Enable construction of well-designed second units in both new and existing residential neighborhoods, consistent with parking and street capacity, as an important way to provide workforce and special needs housing.

**H3.25 Second Unit Development Standards and Permit Process.** Utilize the following approach for second unit development standards and processing:

- a. Limit the size of Second units to maintain affordability.
- b. Require design review rather than a use permit process for units that meet required standards and guidelines.
- c. Provide for a low cost design review process that will enable approval of second unit applications, with proper noticing, at the staff level (such as Zoning Administrator review).
- d. Reduce per unit fees in recognition of the small size and low impacts of second units.
- e. Allow higher height limits, in limited circumstances and consistent with design policies, to permit units over detached garages, or under garages in hilly areas.
- f. Provide flexibility in the parking standards for second units depending on the neighborhood setting.

*(Note: In neighborhoods where streets are narrow and parking is limited,*

*parking on site should be required. However, if a neighborhood has wider streets with street parking readily available, there should be flexibility in allowing street parking, possibly by permit, to meet the second unit parking requirements).*

- g. Allow for attractively designed and sited detached second units.

**H3.26 Second Units in New Development.** Require some second units (unequal duets) and occasional duplexes as part of new single-family subdivision development where four or more new units are proposed.

**H3.27 Second Unit Affordability.** When local funding is used to assist in the construction of a second unit, the County will require a use agreement to ensure that second unit rents are affordable to lower income persons.

**H3.28 Legalization of Existing Second Units.** The County will establish an amnesty program for illegal second units that provide a period of time for owners of unpermitted units to register their units and make them legal. In exchange for the property owner meeting specified health and safety standards, there should be assurances of the continued affordability of the unit.

#### *Implementing Programs*

■ **H3.Y Modify Second Unit Development Standards and Permit Process.** Continue to allow second units, and review and modify the following Second unit development requirements consistent with SB 1866:

- a. Establish Second units as permitted when the single family lot, primary structure and second unit meet all of the zoning and building development standards established for the zoning district in which they are located, and adequate traffic safety and parking is available. Second units should be limited in size to a maximum of 750 square feet except in West Marin where second units that are deed-restricted will be allowed at 1,000 square feet on a lot of 1 acre or larger (must be approved by environmental health for septic and water). In West Marin, parcels of 5 acres or larger will allow second units to be a maximum of 1,200 square feet.
- b. Establish the following procedures for all Second unit applications: (1) Require design review for second units that meet performance standards and design guidelines, and allow processing of the application at the staff level; and (2) assure adequate noticing and early neighborhood involvement in the process.
- c. Review parking requirements and impact fees to encourage the creation of a Second unit that will provide long-term very low or low-income housing. Off-site, reduced or tandem parking should be considered within one-quarter mile of a transit route.

- d. Prohibit the conversion of second units to Bed and Breakfast uses.

*Responsibility:* Community Development Agency; Planning Commission and Board of Supervisors  
*Financing:* Staff time  
*Objectives:* Increase neighborhood acceptance of affordable housing and offer more options for homeowners to qualify for ownership opportunities.  
*Timeframe:* December 2004

■ **H3.Z Establish an Amnesty Program for Un-Permitted Second Units.** Establish an amnesty program for non-permitted second units in order to increase the legal housing stock while assurances are made of continued affordability of the unit as low income housing, such as agreement to accept Section 8 vouchers or other mechanisms to assure affordability to low income household. A specific period of time will be allowed for owners of illegal units to register their units and make them legal without incurring fines, along with assurances of long-term affordability of the unit.

*Responsibility:* Community Development Agency; Planning Commission and Board of Supervisors  
*Financing:* Staff time  
*Objectives:* Improve housing standards and affordable opportunities  
*Timeframe:* December 2004

#### 4.0 PROVIDE HOUSING FOR SPECIAL NEEDS POPULATIONS THAT IS COORDINATED WITH SUPPORT SERVICES

***Special Needs Housing:*** Provide housing for population groups who require special assistance (special needs include: Homeless persons; people with disabilities; the elderly; people with serious illnesses, substance abuse or mental health issues; large families; female-headed households; farmworkers; and other persons identified as having special housing needs in the community).

**H4.1 Special Needs Groups.** The County will actively promote the development and rehabilitation of housing to meet the needs of special needs groups, including the needs of seniors, people living with disabilities, farmworkers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs in Marin County.

**H4.2 Provision of Affordable Housing for Special Needs Households.** The County will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities. Specific types of housing include:

- a. Smaller, affordable residential units, especially for lower income single-person households.
- b. Affordable senior housing to meet the expected needs of an aging population, including assisted housing and board and care (licensed facilities).
- c. Affordable units with three or more bedrooms for large family households.
- d. Affordable housing that can be adapted for use by people with disabilities (specific standards are established in California Title 24 Accessibility Regulations for new and rehabilitation projects).

**H4.3 Density Bonuses for Special Needs Housing.** The County will use density bonuses to assist in meeting special housing needs housing for lower income elderly and disabled, consistent with roadway capacity and considering parking needs and neighborhood scale. Senior care facilities, including residential care facilities serving more than six people, shall be treated as residential use subject to inclusionary housing requirements.

**H4.4 Group Residential Care Facilities.** The County will continue to comply with state and federal law by allowing group homes with special living requirements consistent with the County's land use regulations.

**H4.5 Family Housing Amenities.** Ensure that adequate provisions are made in new developments for families with children, including consideration of amenities such as tot lots, play yards, and childcare.

**H4.6 Housing for the Homeless.** In recognition that there is a lack of resources to set up completely separate systems of care for different groups of people, including homeless-specific services for the homeless or people "at risk" of becoming homeless, the County will work with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population. The County will support countywide programs to provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing and permanent housing.

#### *Implementing Programs*

■ **H4.A Government Employees Housing.** Work closely with agencies supplying vital public services to help them realize affordable housing located in the County for emergency after hours and standby personnel. Identify opportunities to build housing for emergency and standby personnel. Developing this type of housing would mean that key personnel would not have to travel from out of Marin County to respond to emergency calls thereby improving emergency response. Steps the County could take include fast-tracking processing of housing proposals, coordinating funding, and consideration of density bonuses and other incentives to increase housing affordability.

Identify opportunities for local government employees to find housing locally through such efforts as construction of workforce housing at public facilities or parking lots, or subsidizing mortgages or rents.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Provision of housing for government employees

*Timeframe:* December 2002

■ **H4.B First Time Homebuyer Programs.** Operate and expand first time homebuyer programs, as funding is available and combine such programs with housing counseling programs.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Continue to implement and expand program

*Timeframe:* Ongoing and December 2003

***Special Needs Support Programs:** Provide housing assistance for special needs and link housing to health and human services programs helping meet the needs of seniors, people with disabilities, homeless and others.*

- H4.7 Rental Assistance Programs.** The County will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 voucher programs, in coordination with the Marin Housing Authority (MHA). The County will also continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Rebate for Marin Renters program administered through the Marin Housing Authority (MHA).
- H4.8 Health and Human Services Programs Linkages.** As appropriate to its role, the County will seek ways to link together all services serving lower income people to provide the most effective response to homeless or “at risk” individuals by providing a highly responsive set of programs corresponding to the unique needs of all subpopulations which make up the County’s homeless population, including adults, families, youth, seniors, and those with mental disabilities, substance abuse problems, HIV/AIDS, physical and developmental disabilities, multiple diagnoses, veterans, victims of domestic violence, farmworkers, and other economically challenged or underemployed workers.
- H4.9 Emergency Housing Assistance.** Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

### *Implementing Programs*

**■H4.C Coordinate Efforts in the Effective Use of Available Rental Assistance Programs.** Develop and implement measures to make full use of available rental assistance programs. Actions include:

- a. Requiring that owners of new apartment units accept Section 8 vouchers.
- b. Maintain descriptions of current programs and contacts to hand out to interested persons.
- c. Provide funding support, as appropriate.
- d. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.

*Responsibility:* Community Development Agency; Marin Housing Authority

*Financing:* Staff time

*Objectives:* Implement and make effective use of rental assistance programs

*Timeframe:* Ongoing

**■H4.D Engage in a Countywide Efforts to Address Homeless Needs.** Actively engage with other jurisdictions in Marin to provide additional housing and other options for the homeless, supporting and implementing *Continuum of Care* actions in response to the needs of homeless families and individuals.

*Responsibility:* Continuum of Housing and Services; Department of Health and Human Services

*Financing:* Staff time

*Objectives:* Respond to homeless needs

*Timeframe:* December 2002

## **5.0 BUILD LOCAL GOVERNMENT INSTITUTIONAL CAPACITY AND MONITOR ACCOMPLISHMENTS TO RESPOND TO HOUSING NEEDS EFFECTIVELY OVER TIME**

***Funding for Housing:*** Be aggressive and creative in finding ways to increase ongoing local funding resources for lower income special needs housing.

**H5.1 Local Funding for Affordable Housing.** The County will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize local, state and federal assistance to the fullest extent possible to achieve housing goals and by increasing ongoing local resources. This would include efforts to:

- a. Provide technical and financial resources to support development of affordable housing in the community, especially housing that meets the needs of the local workforce, people with special housing needs, and people with moderate, low and very low incomes.

- b. Partner with the philanthropic organizations to help finance affordable housing developments and continue to participate in other rental assistance programs.
- c. Work with affordable housing developers in obtaining mortgage revenue bonds and/or mortgage credit certificates, thereby promoting homeownership and rental housing opportunities for moderate and lower income households.

- H5.2 **Coordination Among Projects Seeking Funding.** Ensure access to, and the most effective use of, available funding in Marin County by providing a mechanism for coordination among affordable housing developments when they seek funding from various sources.
- H5.3 **Housing Trust Fund.** Establish a Housing Trust Fund for creating a permanent source of funds for affordable housing.
- H5.4 **Land Acquisition and Land Banking.** Give priority to Housing Authority, Redevelopment Agency and local jurisdiction land acquisition/ land banking for future affordable projects as a way to assist development of affordable projects.

#### *Implementing Programs*

■ **H5.A Update Housing Trust Fund Ordinance and Operating Procedures and Seek Additional Local Sources of Funding.** Adopt a Housing Trust Fund Ordinance, specifying that monies paid into the fund will be used to develop or rehabilitate units affordable to very-low and low-income households. Explore other streams of financing to add to or match these funds, and establish administrative guidelines for land acquisition for affordable housing; capital improvements for affordable housing developments; and other implementation actions. Staff will work with community and elected leaders to identify potential revenue sources

- a. In-lieu fee payments under inclusionary requirements (residential and non-residential developments).
- b. Voluntary donations.
- c. Increase in the Transient Occupancy Tax (as an alternative, increased revenue from the increase in the number of transient occupancy rooms could be used to support affordable housing).

*Responsibility:* Community Development Agency; HAT; Board of Supervisors

*Financing:* Staff time

*Objectives:* Adopt procedures for use of Housing Trust Fund

*Timeframe:* December 2003, Ongoing

■ **H5.B Coordinate Funding Among Development Proposals.** Recognizing that limited resources are available from the State and other sources, and accessing such

resources is highly competitive, the County of Marin County will participate in efforts to establish administrative procedures to ensure adequate coordination between jurisdictions and development proposals on their various housing activities and funding proposals, ensuring that local projects are competitive for outside funding sources and resources are used in the most effective manner possible. Potential sources of funding include, but are not limited to:

- a. CDBG/HOME.
- b. Marin Community Foundation.
- c. Applications for mortgage revenue bonds and/or mortgage credit certificates.
- d. Housing Trust Fund.
- e. Federal or State Tax Credit Allocation.

*Responsibility:* Community Development Agency; HAT

*Financing:* Staff time

*Objectives:* Efficient use of available and minimized competition among projects

*Timeframe:* Ongoing

***Effective Implementation and Monitoring:*** Take a proactive approach in sharing resources and making organizational changes to effectively create and respond to opportunities to achieve housing goals. Establish standardized methods (procedures, definitions, responsibilities, etc.) for the effective and efficient management of housing data among all jurisdictions in Marin and to establish a regular monitoring and policy/actions/priorities update process to assess needs achievements on an ongoing basis, and to effectively respond to changing conditions and the changing needs of the population over time.

**H5.5 Organizational Effectiveness.** In recognition that there are limited resources available to the County to achieve housing goals, the County will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element. Opportunities to enhance Marin County's capabilities may include:

- a. Sharing or pooling resources and coordinating tasks among multiple jurisdictions in implementing common housing programs.
- b. Creation of a countywide Housing Assistance Team (HAT) to provide technical expertise to staff in working with affordable housing developments and implementing programs.
- c. Identification of information resources.
- d. Establishment, where possible, of "best practices" and common rules, regulations and requirements as they relate to housing.

- e. Enhancing relationships and partnerships with non-profit service providers.
- f. Establishment of standardized methods (procedures, definitions, responsibilities, etc.) linked to housing programs to enable the effective and efficient management of housing data.

**H5.6 Housing Element Monitoring, Evaluation and Revisions.** The County will establish a regular monitoring and update process to assess housing needs and achievements, and to provide a process for modifying policies, programs and resource allocations as needed in response changing conditions.

### *Implementing Programs*

#### **■H5.C Support Establishment of a Countywide Housing Data Clearinghouse.**

Support through coordination and other means, as determined appropriate for the County, the establishment of a central housing data clearinghouse, under the Housing Strategist position (see program H5.H above), with up-to-date information on housing conditions in the County (by jurisdiction), best practices, State law, funding opportunities, and related housing information. Procedures for data collection and tracking will need to be established. The data will provide the following information:

- a. Annually monitor and evaluate progress by jurisdiction, including residential building activity by housing type and affordability, indicators of housing need, and progress towards meeting housing element program targets.
- b. Provide opportunities for sharing successes in implementing affordable housing programs (photos, project and process description, public handouts, etc.).
- c. Serve as a resource library on best practice ideas, funding sources, relevant reports and related resources, etc.
- d. Provide a basis for annual reports to HCD, as required by State law.
- e. Maintain an up-to-date inventory of all subsidized and deed restricted units by jurisdiction in Marin County.
- f. Monitor the relationship between housing and employment development by preparing a study which analyzes recent and anticipated types, numbers and incomes of jobs by industry, sets up an ongoing monitoring program, and develops strategies to further address housing and jobs linkages.
- g. Monitor the availability and cost of rental units, including second units. The purpose of this reporting is to establish a monitoring system to determine the extent of rent increases occurring within a locality relative to other localities.

*Responsibility:* Community Development Agency; HAT

*Financing:* Staff time

*Objectives:* Up-to-date data to monitor housing conditions and to support grant and other funding requests

*Timeframe:* Ongoing

- **H5.D Support Establishment of a Permanent County “Affordable Housing Strategist” Position.** Support the establishment of a full-time, permanent County Housing Strategist position with adequate support staffing to work with the County in creating affordable housing opportunities. The role of the Affordable Housing Strategist and supporting staff will be to implement the recommendations of the Inter-Jurisdictional Strategic Action Plan for Housing and coordinate the HAT, as described above.

*Responsibility:* Community Development Agency; Board of Supervisors  
*Financing:* Budget; other sources  
*Objectives:* Maintain sufficient staffing levels  
*Timeframe:* Ongoing

- **H5.E Conduct an Annual Housing Element Review.** Develop a process for the assessment of housing element implementation through annual review by the Marin County Planning Commission and Board of Supervisors. Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by July 1 of each year. (Per Government Code Section 65583(3)). Based on the review, establish annual work priorities for staff.

*Responsibility:* Community Development Agency  
*Financing:* Staff time  
*Objectives:* Annual review of accomplishments; modifications as needed  
*Timeframe:* Annually

- **H5.F Support Establishment of a Countywide Housing Assistance Team (HAT).** Support through coordination and other means, as determined appropriate for the County, the establishment of a housing technical assistance team who can advise and assist staff in implementing housing programs and facilitating development of partnerships with affordable housing developers for specific projects. The Housing Assistance Team (HAT) can consist of a pool of specialists with the following specialties: A local architect, an individual with knowledge regarding underwriting housing financing and available funding sources, a local community representative who is knowledgeable about the local issues.

*Responsibility:* Community Development Agency; Board of Supervisors  
*Financing:* To be determined  
*Objectives:* Establishment of a technical assistance team to assist in Housing Element implementation  
*Timeframe:* December 2002

- **H5.G Conduct Staff Training.** Conduct training sessions with local staff to review potential constraints and opportunities to create affordable housing, including housing needs, finance, issues such as delay and density, and management.

*Responsibility:* Community Development Agency; HAT  
*Financing:* Staff time  
*Objectives:* Increased knowledge of staff regarding affordable housing development  
*Timeframe:* December 2003

■ **H5.H Update the Housing Element Regularly.** Undertake housing element updates as needed, including an update to occur no later than June of 2006, in accordance with State law requirements.

*Responsibility:* Community Development Agency

*Financing:* Staff time

*Objectives:* Assure consistency with State law

*Timeframe:* June 2006

*Appendix A*  
**Evaluation of Current  
Housing Element Programs**

## Appendix A – Evaluation of Current Housing Element Programs

Program	Status
<p>Program-H-1.1a: <u>Inclusionary Units</u>. The County requires that 10% of the total number of units of all new developments containing 10 or more units shall be affordable by households of low or moderate income. The County's primary intent is the construction of units on-site. If that is not practical, the County will allow other alternatives of equal value such as in-lieu fees and construction of units off-site. Responsible Agencies: Marin County Community Development Agency, Marin County Department of Public Works.</p>	<p>The County continues implementation of its inclusionary ordinance. Inclusionary unit and lot requirements have been increased from 10% to 15% with the intent that inclusionary units be provided on site. In-lieu fees have been collected as an alternative.</p>
<p>Program H-1.1b: <u>Inclusionary Lots</u>. The County requires that 10% of the total number of developable lots of all new subdivisions of 10 or more lots shall be made available for the production of affordable housing. The County's primary intent is the construction of units on-site. If that is not practical, the County will allow other alternatives of equal value such as in-lieu fees and construction of units off-site. Responsible Agencies: Marin County Community Development Agency, Marin County Department of Public Works.</p>	<p>Same as above</p>
<p>Program H-1.1c: <u>Allocation of In-Lieu Fees</u>. The County shall continue to allocate in-lieu fees to maximize the development and conservation of affordable housing countywide. The County allocated \$90,000 in 1988 to assist the construction of 11 affordable senior housing units in Belvedere. The County allocated \$600,000 in 1989 to develop or conserve 40 affordable units in Larkspur, 86 affordable units in Novato, 92 affordable units in San Rafael, and 72 affordable units in unincorporated areas. The Board of Supervisors allocated an additional \$416,500 in 1990 to assist various types of housing projects countywide. These projects include Buckelew/Lakeside House, a group home for six adults; four affordable units in Bolinas; Ecology House, an 11 unit affordable housing project; Palm Lane Mobile Home Park; and the Rental Deposit Guarantee Program, which is designed to help prevent homelessness.</p>	<p>The projects identified have all been constructed. Other projects constructed in the meantime have contributed in-lieu fees to the Housing Trust Fund. Additional projects have been supported through in-lieu fees including Marin City and Point Reyes Affordable Housing.</p>
<p>Program H-1.1d: <u>Amendments to Increase Inclusionary Requirements</u>. The County Planning Commission and Board of Supervisors shall hold public hearings to consider amending the zoning ordinance for inclusionary requirements to apply to all developments of two or more units or lots, with a sliding scale of in lieu fees for developments of less than ten units and a requirement that 15% of the units or lots in new developments of 10 units or more be affordable by households of low or moderate income. Responsible Agencies: Marin County Community Development Agency, Marin County Counsel.</p>	<p>The County did amend its inclusionary ordinance to increase the unit requirement from 10% to 15% but did not lower the threshold of ten or more units for any project. Reduction of the threshold is again recommended as a program in the new Element.</p>

Program H-1.1e: <u>Amendments to Increase Density Bonus.</u> The County Planning Commission and Board of Supervisors shall hold public hearings to consider amending the zoning ordinance to allow an increase in the density bonus from the present 10% to a maximum of 25% for residential developments which provide housing units affordable to 100% low income or 50% very low income households, if the proposed density (including the density bonus) conforms to all applicable Countywide Plan Policies, including traffic standards, environmental standards, and general plan designations. Responsible Agencies: Marin County Community Development Agency, Marin County Counsel.	Consistent with State law, the density bonus has been increased to 25% from 10%.
Program H-1.1f: <u>Additional In-Lieu Fees.</u> The County shall study the feasibility and relationship to the County's housing needs of establishing an in-lieu fee on new construction of housing on existing lots, based on the value of the housing. Responsible Agencies: Marin County Community Development Agency, Marin County Counsel.	Additional in-lieu fees have not been pursued.
Program H-1.1g: <u>Second Units.</u> Using precise criteria and assuming neighborhood acceptance, the County permits second units in selected single-family areas with an emphasis on meeting the needs of very low, low and moderate-income housing. Responsible Agencies: Marin County Community Development Agency, Marin County Department of Public Works.	Second units continue to be permitted in certain areas of the county. Between 1988 and 1999, 166 second units were constructed or legalized.
Program H-1.1h: <u>Second Unit Rental Rate Survey.</u> The County should periodically (once every two years) update its second unit rental survey. The County should also revise the application form for second unit use permits to ask the applicant to state the range of rents to be charged for all new second units and legalization of existing second units.	Second unit surveys were conducted in 1991, 1995, and 1999. Survey results indicated that a significant number of units were being rented at rates affordable to low and very low income households, or no rent was charged at all.
Program H-1.2a: <u>Mixed Commercial Uses.</u> The County has surveyed potential constraints and mitigation measures to allowing development of affordable housing on top of existing commercial buildings and shall carry out a work program to implement measures, which will mitigate existing constraints and otherwise encourage development of such housing. The work program shall include review of the zoning ordinance to make revisions that would create incentives for including housing in zoning districts that allow mixed use.	Mixed use is permitted in certain zoning districts. Additional mixed use provisions and incentives are under consideration with the ongoing Development Code update.
Program H-1.2b: <u>Housing Mitigation Fees.</u> Community Development Agency staff has presented recommendations to the Planning Commission on the feasibility of developing a housing linkage program which would require developers of commercial/business property to make a financial contribution for the development of housing affordable to prospective employees. The County should conduct a study analyzing the linkage between the jobs generated by commercial development and the need for affordable housing as a basis for drafting an ordinance which would authorize the collection of linkage fees.	The non-residential linkage program was not adopted when initially presented for public hearing. A subsequent study is currently underway in conjunction with San Rafael and Novato.

Program H-1.2 c: <u>Housing Opportunity Areas</u> . The maximum floor area ratio (FAR) for historic legal lots which do not meet current minimum lot size requirements is 0.3 (30%). Variances to the aforementioned maximum FAR to permit larger houses to be constructed shall be discouraged.	The required findings to approve a variance to exceed floor area ratio are difficult to make and policy has been to discourage potential applicants from submitting such applications.
Program H-1.2d: <u>Rental Housing Zoning Districts</u> . The County should consider establishing zoning districts which encourage the development of rental units.	Rental housing overlay districts have not been evaluated and are not under consideration with the Development Code update.
Program H-1.2e: <u>Affordable Multifamily Housing through Rezoning</u> . The Community Development Element of the Countywide Plan includes land use designations of parcels to allow construction of up to 80 units of low and very low income housing at a density of 16 units per acre. Rezoning for consistency with these designations will be scheduled after adoption of the Countywide Plan.	The zoning ordinance was amended to reflect this new Countywide Plan policy.
Program H-1.4a: <u>Mortgage Assistance</u> . Five-year (1990-1995) targets for the on-going mortgage assistance programs in the unincorporated portion of the County include Community Development Block Grants. Administered by the Marin County Community Development Agency, this federally funded set of programs will continue to be a major contributor to affordable housing development in Marin. Quantified objectives are: eight units will receive site acquisition assistance, 25 units will receive building acquisition assistance, and 100 units will receive feasibility study and predevelopment cost assistance. This assumes that the 1984-1989 distribution of recipients will continue.	The Community Development Block Grant division has implemented this program as funded by federal programs. Targets established in 1989 have been met and programs are ongoing contingent on continued funding.
Program H-1.4b: <u>Rental Assistance</u> . Five-year (1990-1995) targets for the on-going rental assistance programs in the unincorporated portion of the county include:	Program targets have been achieved. Programs are ongoing as funding is available.
1) Section 8 Rental Assistance - This program which is administered by the Marin County Housing Authority, subsidizes rental payments for lower income households in units with rents which fall within a specified range. Quantified objectives of this program are: 34 households will continue to receive assistance. This assumes that the 1984-1989 distribution of recipients will continue.	
2) Project Independence - This program, also administered by the Marin County Housing Authority, is a Section 8 Rental Assistance Program for persons who are physically, emotionally, or developmentally disabled. Quantified objectives for this program are: two households will continue to receive assistance. This assumes that the 1984-1989 distribution of recipients will continue.	

3) Voucher Housing Assistance Payments Program - This program provides rental assistance to lower income households. It is administered by the Marin County Housing Authority. Quantified objectives are: nine units will continue to receive funding and one additional unit is expected to receive funding. This assumes that the 1984-1989 distribution of recipients will continue.	
4) Rental Deposit Guarantee Program - With funds generated through the Inclusionary Zoning Ordinance, the County Community Development Agency shall favorably consider a program guaranteeing security deposits of low and very low income households. Quantified objectives are 26 low income units and 26 very low income units including two very low income units for seniors and one unit for a large family.	
Program H-1.4c: <u>New Construction</u> . Five-year (1990-1995) targets for on-going programs which apply to the construction of new units in the unincorporated portion of the county include:	Program targets and regional 'fair share' allocations were either met or exceeded during the reporting period and the programs are ongoing.
1) Inclusionary Ordinance - This program is administered by the Marin County Community Development Agency. Quantified objectives for the program are: 34 units, and \$1,250,000 of in lieu housing fees. This projection assumes the level of construction activity will be similar to the period between 1984 and 1989.	
2) Second Unit Ordinance - Administered by the Marin County Community Development Agency, the quantified objectives of this program are 119 additional units. This projection assumes that the same number of second-units will be constructed in the next five years as were approved in the previous two years based on the Second Unit Report and Rent Survey conducted by the Marin County Community Development Agency in 1990.	
3) Double Unit Opportunity Program - This program, administered by the Marin County Housing Authority, provides assistance in the construction of second units. Quantified objectives are two units. This projection assumes that the 1984-1989 distribution of recipients across Marin will continue.	
4) Section 202 Construction Loans - This program provides direct loans to non-profit organizations such as the Ecumenical Association for Housing for the construction of affordable units. The County has participated in this program by making surplus public land available at below market rates, and processing applications within the time constraints established by the U.S. Department of Housing and Urban Development. Quantified objectives for this program are 30 units. This projection assumes that the distribution of the 300 additional units which are expected to receive funding will reflect 1984-1989 trends.	

Program H-1.4d: <u>Rehabilitation Assistance</u> . Five-year (1990-1995) targets for on-going and new rehabilitation assistance programs include:	Targets have been met. All are ongoing programs excepting energy conservation where funds were depleted upon completion of the program.
1) Residential Rehabilitation Loan Program - This program provides technical assistance and low interest loans to qualified homeowners to rehabilitate substandard housing. It is administered by the Marin County Housing Authority, and the quantified objectives are 60 units in the unincorporated part of the county. This assumes that the distribution of the 150 additional units will reflect 1984-1989 trends.	
2) Public Housing Modernization - This program, administered by the Marin County Housing Authority, provides rehabilitation funds for housing owned by the Housing Authority. Quantified objectives are: \$200,000 will be used to rehabilitate 20 existing units in the unincorporated portion of the county. This projection assumes the distribution of recipients will be similar to the period between 1984 and 1989.	
3) Home Equity Conversion - This program is administered by the Family Services Agency. It provides funds to elderly persons based on the value of their home. Quantified objectives are six to 12 units per year. This projection assumes a slightly increasing number of elderly households participating in the program each year.	
4) Energy Conservation - PG&E and the Marin Citizens for Energy Planning administer a variety of energy conservation programs including weatherization of lower income units. Quantified objectives for this program are 270 units. This projection assumes the distribution of recipients will reflect 1984-1989 trends.	
Program H-1.4e: <u>New State and Federal Programs</u> . The Housing Authority is following new State and Federal housing programs such as the Deferred Payment Rehabilitation Program which will provide low interest loans for rehabilitation of affordable housing. The County will apply for these funds as they become available.	Grant and loan funds are pursued as available. The County has created a Housing Strategist position which aggressively seeks out project funding and other assistance.
Program H-1.4f: <u>Conservation of Existing Affordable Units</u> . The County implemented a number of programs prior to the 1984 Element which provided affordable housing throughout the 1984-1989 time period including the Mortgage Revenue Bond, Public Housing Modernization and Section 202 programs. It was estimated that the County maintained the affordability of 672 units between 1984 and 1989. It is further projected that 1,131 affordable units will be conserved between 1990 and 1995.	Between conservation and new construction, there are 1,033 affordable units in the unincorporated area. No units lost affordability restrictions during the previous planning period nor are any projected to lose affordability through 2006.
Program H-1.4g: <u>Private Funding</u> . The County shall continue to coordinate its resources with private funds for the development of affordable housing, such as those administered by the Marin Community Foundation.	Private funding sources have been used to assist in affordable housing proposals.

Program H-1.7a: <u>Encourage and Coordinate with Existing House Sharing Programs.</u> The County shall support programs to facilitate house sharing in new and existing units. Community Development Agency staff shall continue to review applications by non-profit groups sponsoring house sharing programs for funding through the County's Housing Trust Fund.	House sharing is supported in County policy but has had limited application in review of development proposals.
Program H-1.7b: <u>Encourage the Construction of Shared Housing Units.</u> The County shall support the construction of new shared housing units with funding assistance if appropriate and by facilitating the approval process.	County policy encourages shared housing but lack of interest by the development community has resulted in no units being produced.
Program H-1.7c: <u>Encourage Cohousing / Village Cluster Developments.</u> The County shall encourage cohousing/village cluster developments in Residential Multiple Planned Districts and shall consider rezoning parcels on which such developments are proposed to a higher density to support this type of project.	Clustered development is encouraged in planned multifamily districts. Specific sites have not been identified for increased density for these types of projects.
Program H-1.17a: <u>Wheelchair Ramps and Elevators.</u> The County Community Development Agency has presented recommendations to the Planning Commission on an amendment to Chapter 22.72 of the Marin County Code to increase accessibility of units by permitting well designed wheelchair ramps and elevators to be extended into the front yard to within three feet of the property line. Staff shall draft text amendments to be presented to the Planning Commission and Board of Supervisors for adoption by December 31, 1993.	Amendments to the zoning code have been adopted.
Program H-1.17b: <u>Compliance with Accessibility Regulations.</u> The County will continue to comply with State regulations regarding handicapped access to commercial, apartment, and public buildings. Responsible Agency: Marin County Department of Public Works.	Americans with Disability Act requirements have been incorporated into County regulations and modifications to existing structures have been undertaken.
Program H-1.17c: <u>Housing with Services for the Elderly.</u> The County Community Development Agency will work with developers of new senior housing to plan for and provide adjacent types or levels of housing with services that will allow elderly residents of senior housing, especially those with low and moderate incomes, to "age in place."	Senior housing projects have been constructed in different areas of the county. Some are in close proximity to support services. A full, 'continuum of care' facility has not been proposed in the unincorporated area.
Program H-1.17d: <u>Parking Space Requirements for Affordable Housing Projects.</u> The County should be flexible in addressing parking requirements for housing projects affordable to low and very low income households if alternatives which reduce the standard parking requirements can be provided without negative impacts.	Parking requirements have not been amended to allow flexibility in application for affordable housing projects. Proposals for removing enforcement authority from Public Works to Community Development has been under discussion to enable flexibility in application.

Program H-1.17e: <u>Residential Care Facilities</u> . The County shall encourage the use of existing housing for residential care facilities for handicapped persons, as defined in Section 22.068.090 of the Marin County Code, The Code allows residential care facilities of seven or more persons in residential areas without the securing of a use permit. Quantified objectives are 22 additional beds in residential care facilities for handicapped persons.	The zoning ordinance permits residential care facilities up to six persons without special permit or for more than six with a use permit. Several residential care homes have been approved during the reporting period.
Program H-1.17f: <u>Group Homes</u> . A group home of seven or more persons, as defined in Section 22.02.335 of the Marin County Code, is permitted, subject to the securing of a use permit. The County shall continue to assist nonprofit organizations seeking to establish and maintain group homes by providing funding from the Community Development Block Grant and HOME programs. Quantified objective is 22 additional beds in group homes.	The County continues to assist in the establishment of group homes as applications are submitted. Funding has been provided and targets met.
Program H-1.17g: <u>Permanent Emergency Shelter</u> . The County shall continue to support efforts to establish a permanent replacement for the temporary winter emergency shelter by considering funding for the development of emergency shelters as a high priority for the use of the County's Housing Trust Fund when applications for funding are reviewed.	A permanent emergency shelter has not been constructed. A transitional housing facility has been constructed at Hamilton Field.
Program H-1.17h: <u>Equal Opportunity</u> . The County shall promote equal opportunity in the housing market for all persons regardless of race, color, religion, sex, age, marital status, presence of children in the household, sexual orientation, handicap, ancestry or other arbitrary factors. Responsible Agency: Marin Housing Center.	An ongoing program, in compliance with State and Federal law.
Program H-1.17i: <u>Resolve Discrimination Cases</u> . The County shall continue to fund the Fair Housing Program to act promptly to resolve cases of alleged discrimination. Responsible Agency: Marin County Board of Supervisors.	This is a funded, ongoing program.
Program H-1.17j: <u>Enforcement of the Discrimination Ordinance</u> . The County shall actively enforce its Discrimination Ordinance prohibiting age discrimination and discrimination against families with children in rental housing.	This ongoing program is enforced through the Marin Housing Authority.
Program H-1.17k: <u>Housing for People with Environmental Illness</u> . County Community Development Agency staff has presented a report to the Planning Commission on potential sites appropriate for developing housing for low-income people with environmental illness and has recommended consideration of density bonuses to allow multi-family developments for this type of housing if performance standards can be met.	Density bonuses are available for projects targeted towards people with environmental illness. However, no such project proposals have been submitted.

Program H-2.1a: <u>Encourage Accessible Developments</u> . The County shall encourage housing which incorporates on-site or shared health and social services appropriate to the needs of residents. Services shall include medical clinics and child care facilities.	County policy encourages accessible developments, such as was constructed in Marin City, which features retail, community services, and a sheriff's substation in walking distance of residential units.
Program H-3.1a: <u>Staffing Levels</u> . The County shall maintain adequate Planning and Building Inspection staff levels to process required permits on a timely basis. Responsible Agencies: Marin County Board of Supervisors, Marin County Community Development Agency, Marin County Department of Public Works.	Staffing levels have been maintained to enable permit processing in compliance with State mandates. Permit streamlining has been implemented for certain categories of permit applications.
Program H-3.1b: <u>Cooperation with Private Industry</u> . The County shall work informally with the building and real estate industry to draft programs for providing affordable housing to be including in the 1995 revision of the County's Housing Element.	Two different workshops/think tanks have been held with representatives of the private sector to elicit input on providing affordable housing.
Program H-4.1a: <u>Subdivision Access</u> . County Community Development Agency staff has presented recommendations to the Planning Commission for amendments to Chapter 24.04 of the Marin County Code to require developers to provide easy, safe and direct pedestrian access between residential subdivisions and transit stops. The proposed revisions have been incorporated into the code	This program has been incorporated into the County Code but the lack of larger developments in the unincorporated area limits effectiveness.

*Appendix B*  
**Additional Potential Housing Sites**

## **Appendix B**

### **Summary of Vacant and Underutilized Sites**

The attached tables contain a list of properties that are currently vacant or have not maximized their development potential under current zoning. The list excludes any parcels designated for single family residential development, open space and parkland, and publicly owned sites. The list is based on current and potential development as cited in the County's land use database.

As noted in the Element, these sites will be given further consideration as part of the Countywide Plan update. These and other sites may be candidates for rezoning to facilitate higher-density housing or mixed use, subject to further analysis.

The Potential Units column includes existing units. To determine additional units, the number in the Existing Units column must be subtracted from the Potential Units figure. Existing and Potential NR Square Feet refers to potential nonresidential development. Sites that list no potential residential units but do include nonresidential square footage are included as being potentially feasible for mixed-use with appropriate rezoning.

### Vacant and Underutilized Sites Potentially Suitable for Housing

Parcel Number	Acres	Zoning	Existing Land Use	Potential Land Use	Existing Units	Potential Units	Existing NR S.F.	Potential NR S.F.		Address	Location
01809120	0.99	R1-B2	Vacant	Multi Family	0	1	0	0			California Park
03406114	2.66	RMP-14.4	Vacant	Multi Family	0	30	0	0			Tiburon Blvd NE of 101
03406208	1.02	OP	Retail	Office	0	0	30,000	30,000	1060	Redwood Hwy	Tiburon Blvd NE of 101
04315103	0.25	H1	General Commercial	Retail	0	0	3,038	3,038	670	Redwood Hwy	Strawberry
04315109	0.29	H1	General Commercial	Mixed Use	1	1	4,946	4,946	680	Redwood Hwy	Strawberry
<b>04315130</b>	<b>3.71</b>	<b>H1, C2-H</b>	<b>Retail</b>	<b>Retail</b>	<b>0</b>	<b>0</b>	<b>23,856</b>	<b>23,856</b>		<b>Redwood Hwy</b>	<b>Strawberry</b>
<b>04315131</b>	<b>1.61</b>	<b>H1</b>	<b>Retail</b>	<b>Retail</b>	<b>0</b>	<b>0</b>	<b>825</b>	<b>825</b>		<b>Redwood Hwy</b>	<b>Strawberry</b>
<b>04332101</b>	<b>10.25</b>	<b>H1, C2-H</b>	<b>Retail</b>	<b>Retail</b>	<b>0</b>	<b>0</b>	<b>117,587</b>	<b>117,587</b>		<b>Redwood Hwy</b>	<b>Strawberry</b>
04703201	1.03	R1,R1-B1	Vacant	Multi Family	0	6	0	0			Homestead
04704508	0.42	R1	Vacant	Multi Family	0	3	0	0	509	Pixie Tr	Homestead
04813449	0.48	R3-G3-H	Single Family	Multi Family	1	8	0	0			Homestead
04813450	0.7	R3-G3-H,C1-H	Vacant	Multi Family	0	8	0	0			Homestead
04910170	0.21	R2	Vacant	Multi Family	0	2	0	0			Tam Valley
05204101	0.84	CP	Vacant	Retail	0	0	0	2,100	204	Flamingo Rd	Tam Valley
05205108	0.57	RMPC-6	Vacant	Retail	0	0	0	13,803	229	Shoreline Hwy	Tam Valley
05205239	4.76	RMPC-2.16	Vacant	Multi Family	0	8	0	0			Tam Valley
05206117	0.78	RMPC-6	Vacant	Multi Family	0	4	0	0	204	Flamingo Rd	Tam Valley
05206208	5.29	RMP-10	Vacant	Multi Family	0	45	0	0			Tam Valley
05210006	4.15	RMP-0.5	Vacant	Multi Family	0	5	0	0			Tam Valley
05210012	9.01	RMP-0.5	Vacant	Multi Family	0	5	0	0			Tam Valley
05214031	9.8	RMP-2	Vacant	Multi Family	0	20	0	0			Marin City
05214033	52.33	RMP-0.5	Vacant	Multi Family	0	26	0	0			Marin City
05214034	94.66	RMP-0.5	Vacant	Multi Family	0	47	0	0			Marin City
05222702	0.48	BFC-CP	Vacant	General Commercial	0	0	0	20,200			Manzanita
05237103	0.56	CP	Vacant	Retail	0	0	0	1,500	150	Shoreline Hwy	Manzanita
05250004	0.54	PF	Vacant	General Commercial	0	0	0	4,000	100	Phillips Dr	Marin City
05920147	0.13	R2	Single Family	Multi Family	1	2	0	0	2389	Paradise Dr	Tiburon
07001126	1.43	R1-B2	Vacant	Multi Family	0	6	0	0			Greenbrae
07112205	0.3	OP	Vacant	Office	0	0	0	7,900	1106	Sir Francis Drake Blvd	Kentfield
07401186	0.51	RMP-30	Vacant	Multi Family	0	6	0	0	1129	Sir Francis Drake Blvd	Kentfield
07403137	0.5	RMPC	Vacant	Office	0	0	0	7,623			Kentfield
07403169	0.12	RMPC	Vacant	Retail	0	0	0	2,178			Kentfield
07515119	5.17	RMP-2	Single Family	Multi Family	1	9	0	0			Kent Woodlands
10005040	167	C-APZ-60	Vacant	Agriculture	0	3	0	0			North of Tomales
10005042	198.6	C-APZ-60	Single Family	Multi Family	1	3	0	0			North of Tomales
10009015	159.7	C-APZ-60	Single Family	Multi Family	1	3	0	0	27955	State Route 1	Tomales
10030002	14.21	C-RMP-0.85	Vacant	Multi Family	0	12	0	0			Dillon Beach
10030003	6.17	C-RMP-1.23	Vacant	Multi Family	0	5	0	0			Dillon Beach
10030007	2.09	C-RMP-0.85	Vacant	Multi Family	0	1	0	0			Dillon Beach
10031127	2.52	C-RSP-0.4	Vacant	Multi Family	0	10	0	0	589	Oceana Dr	Dillon Beach
10208008	7.38	C-VCR-B4	Vacant	Multi Family	0	7	0	0	26700	State Route 1	Tomales
10210006	53.87	C-APZ-60	Vacant	Agriculture	0	1	0	0			Tomales
11234018	16.11	C-RCR	General Commercial	Retail	0	0	4,608	11,448	13275	Sir Francis Drake Blvd	Inverness
11921204	1.77	C-RA-B3	Vacant	Multi Family	0	4	0	0			Pt Reyes Station
11922402	0.13	C-VCR-B2	Single Family	General Commercial	1	1	0	1,620	35	Third St	Pt Reyes Station
11924055	15.13	C-RMPC	Vacant	Multi Family	0	12	0	0	11598	State Route 1	Pt Reyes Station

## Vacant and Underutilized Sites Potentially Suitable for Housing

Parcel Number	Acres	Zoning	Existing Land Use	Potential Land Use	Existing Units	Potential Units	Existing NR S.F.	Potential NR S.F.		Address	Location
14310020	13.07	A2-B4	Single Family	Multi Family	1	13	0	0	749	Atherton Ave	Novato/Atherton
14310021	5.6	A2-B4	Single Family	Multi Family	1	5	0	0	737	Atherton Ave	Novato/Atherton
14618047	1.93	A2-B4	Vacant	Retail	0	0	0	866	575	McClay Rd	Indian Valley
14626122	5.89	A2-B4	Vacant	Multi Family	0	5	0	0			Indian Valley
14628004	4.98	A2-B4	Vacant	Multi Family	0	4	0	0			Indian Valley
14630105	4.02	A2-B4	Vacant	Multi Family	0	4	0	0			Indian Valley
14631037	15.43	A2-B4	Vacant	Multi Family	0	16	0	0			Indian Valley
14636064	227.8	A60	Vacant	Agriculture	0	4	0	0	800	Indian Springs Rd	Indian Valley
15709106	0.14	VCR	Vacant	General Commercial	0	0	0	4,288	10	Grandview Ave	Black Point
16427003	110.1	RMP-1.38	Vacant	Mixed Use	0	28	0	94,000			Marinwood
16431002	684	ARP-30	Agriculture	Mixed Use	3	10	0	448,900	3800	Lucas Valley Rd	Marinwood
16431012	562.5	RMP-0.031	Agriculture	General Commercial	0	0	0	185,900			Marinwood
16447163	0.56	CP	Vacant	General Commercial	0	0	0	1,632	100	Marinwood Ave	Marinwood
16447164	0.45	CP	Vacant	Retail	0	0	0	1,050	121	Marinwood Ave	Marinwood
16447165	1.9	CP	Retail	Retail	0	0	16,430	16,430		Marinwood Ave	Marinwood
16447169	1.05	CP	Retail	Retail	0	0	18,240	18,240		Marinwood Ave	Marinwood
16447170	1.56	CP	General Commercial	Retail	0	0	0	10,000		Marinwood Ave	Marinwood
16620201	0.9	C-VCR	Retail	General Commercial	0	0	4,368	7,000	10002	State Route 1	Olema
16634007	2.17	C-RCR	Vacant	General Commercial	0	0	0	21,000			Olema
16634008	5.53	C-RCR,C-ARP-1.2	Vacant	General Commercial	0	0	0	52,272			Olema
16903129	0.47	CP	Vacant	Retail	0	0	0	7,144			Forest Knolls
16914143	0.12	R1-B3	Single Family	Multi Family	2	2	0	0	43	Aztec Ave	Forest Knolls
17003201	2.07	R1-B3	Vacant	Multi Family	0	4	0	0			San Geronimo
17201201	0.09	VCR	Vacant	Retail	0	0	0	1,917			Woodacre
17205311	0.21	CP	Vacant	General Commercial	0	0	0	0			Woodacre
17205312	0.06	CP	Vacant	General Commercial	0	0	0	0			Woodacre
17205313	0.05	CP	Vacant	General Commercial	0	0	0	0			Woodacre
17628024	11.08	RMP-0.1	Vacant	Multi Family	0	1	0	0			Sleepy Hollow
17924276	5.25	RMP-0.5	Vacant	Multi Family	0	2	0	0			Los Ranchitos
18017122	1.64	A2-B2	Vacant	Multi Family	0	7	0	0			Santa Venetia
18020320	0.59	RMP-4.2	Vacant	Multi Family	0	3	0	0			Santa Venetia
18020321	0.69	RMP-4.2	Vacant	Multi Family	0	3	0	0			Santa Venetia
18023106	3.2	RE-B3	Vacant	Multi Family	0	1	0	0			Santa Venetia
18025101	1.04	A2-B2	Vacant	Multi Family	0	3	0	0			Santa Venetia
18029110	2.07	RE-B3	Single Family	Multi Family	1	4	0	0	15	Sunny Oaks Dr	Santa Venetia
18033202	5.24	RMP-0.5	Vacant	Multi Family	0	3	0	0			Santa Venetia
18601002	0.75	A2-B2	Vacant	Multi Family	0	3	0	0			Santa Venetia
18601016	5.63	BFC-RCR	Vacant	Retail	0	0	0	17,000			Santa Venetia
19308105	0.29	C-VCR	Vacant	Retail	0	0	0	4,181	32	Wharf Rd	Bolinas
19513229	0.77	C-H1	Vacant	Office	0	0	0	5,000			Stinson Beach
19519326	0.3	C-VCR	Vacant	Office	0	0	0	6,600	3422	State Route 1	Stinson Beach
Totals					15	429					
Notes:											
-- Two existing shopping center sites (noted in bold) are under consideration for mixed-use in conjunction with remodel/rehabilitation of the centers.											
-- Potential units and nonresidential square footage figures are based on current zoning.											

*Appendix C*  
**Zoning and Setback Requirements**

## P L A N N E D   D I S T R I C T S

ZONING DISTRICT <sup>1</sup>	EXAMPLES OF PERMITTED USES (Without Use Permit)	EXAMPLES OF DENSITY (Maximum units/acre)		MAXIMUM HEIGHT (Main)      (Accessory)		DEVELOPMENT <sup>2</sup> STANDARDS
RSP  Residential, Single-family Planned	<ul style="list-style-type: none"> <li>Single-family dwelling</li> <li>Accessory buildings and uses</li> <li>Public parks and playgrounds</li> <li>Crop and tree farming</li> <li>Nurseries and greenhouses (private)</li> <li>Home occupations</li> </ul>	RSP-0.25 ----- RSP-0.5 ----- RSP-1.0 ----- RSP-2.0	1 unit/4 acres ----- 1 unit/2 acres ----- 1 unit/acre ----- 2 units/acre	30 ft.	15 ft.	Determined by Master Plan and/or Design Review
RMP  Residential, Multiple-family Planned	<ul style="list-style-type: none"> <li>All uses permitted in RSP</li> <li>Two-family and multiple-family dwellings</li> <li>Lodges and fraternities</li> <li>Schools, libraries, museums, churches, private tennis court</li> </ul>	RMP-0.5 ----- RMP-1.0 ----- RMP-5.0 ----- RMP-10	1 unit/2 acres ----- 1 unit/acre ----- 5 units/acre ----- 10 units/acre	30 ft.	15 ft.	Determined by Master Plan and/or Design Review
ARP  Agricultural, Residential Planned	<ul style="list-style-type: none"> <li>Single-family dwelling</li> <li>Accessory buildings and uses</li> <li>Agricultural uses: grazing, dairying, crop farming, fish hatchery, poultry, etc.</li> <li>Equestrian uses: grazing, breeding, training, boarding, etc.</li> </ul>	ARP-2.0 ----- ARP-10 ----- ARP-30 ----- ARP-60	1 unit/2 acres ----- 1 unit/10 acres ----- 1 unit/30 acres ----- 1 unit/60 acres	30 ft.	15 ft.	Determined by Master Plan and/or Design Review

### FOOTNOTES :

- For information regarding other zoning districts, please contact the Marin County Community Development Agency, Planning Division.
- Please see Chapter 22.47 of Marin County Code for more information on uses, design standards, and requirements. All development in planned districts is subject to Master Plan and/or Design Review approval.

# S E T B A C K S   /   H E I G H T   /   F A R

ZONING <sup>1</sup> DISTRICT	EXAMPLES OF PERMITTED USES (Without Use Permit)	MINIMUM <sup>2,3</sup> LOT AREA	MINIMUM <sup>2</sup> AVERAGE WIDTH	MINIMUM SETBACKS <sup>4,5,6</sup>			MAXIMUM <sup>7,8</sup> HEIGHT (Main building)	MAXIMUM <sup>9,10</sup> FAR (Floor Area Ratio)
				(Front)	(Side)	(Rear)		
R-1 ----- R-1:B-1 ----- R-1:B-2 ----- R-1:B-3 ----- R-1:B-4	<ul style="list-style-type: none"> <li>Single-family dwelling</li> <li>Accessory buildings and uses</li> <li>Home occupations</li> <li>Public parks and playgrounds</li> <li>Crop and tree farming</li> <li>Nursery and greenhouses</li> </ul>	7,500 sq. ft. ----- 6,000 sq. ft. ----- 10,000 sq. ft. ----- 20,000 sq. ft. ----- 1 acre	60 ft. ----- 50 ft. ----- 75 ft. ----- 100 ft. ----- 150 ft.	25 ft. ----- 25 ft. ----- 25 ft. ----- 30 ft. ----- 30 ft.	6 ft. ----- 5 ft. ----- 10 ft. ----- 15 ft. ----- 20 ft.	20% of lot depth/ 25 ft. maximum	2½ stories/ 30 ft. maximum	30%
R-A ----- R-A:B-1 ----- R-A:B-2 ----- R-A:B-3 ----- R-A:B-4	<ul style="list-style-type: none"> <li>All uses permitted in R-1</li> <li>Small livestock farming (see Section 22.14.020[2], M.C.C.)</li> <li>Dairy on five acres or more</li> </ul>	7,500 sq. ft. ----- 6,000 sq. ft. ----- 10,000 sq. ft. ----- 20,000 sq. ft. ----- 1 acre	60 ft. ----- 50 ft. ----- 75 ft. ----- 100 ft. ----- 150 ft.	25 ft. ----- 25 ft. ----- 25 ft. ----- 30 ft. ----- 30 ft.	6 ft. ----- 5 ft. ----- 10 ft. ----- 15 ft. ----- 20 ft.	20% of lot depth/ 25 ft. maximum	2½ stories/ 30 ft. maximum	30%
A-2 ----- A-2:B-1 ----- A-2:B-2 ----- A-2:B-3 ----- A-2:B-4	<ul style="list-style-type: none"> <li>All uses permitted in R-1</li> <li>Limited agricultural uses (see Section 22.12.020[1], M.C.C.)</li> <li>Horse stables and riding academies</li> <li>Dog kennels having six or less dogs</li> </ul>	2 acres ----- 6,000 sq. ft. ----- 10,000 sq. ft. ----- 20,000 sq. ft. ----- 1 acre	100 ft. ----- 50 ft. ----- 75 ft. ----- 100 ft. ----- 150 ft.	25 ft. ----- 25 ft. ----- 25 ft. ----- 30 ft. ----- 30 ft.	6 ft. ----- 5 ft. ----- 10 ft. ----- 15 ft. ----- 20 ft.	20% of lot depth/ 25 ft. maximum	2½ stories/ 30 ft. maximum	30%

## FOOTNOTES :

- For information regarding other zoning districts, please contact the Marin County Community Development Agency, Planning Division.
- Minimum lot area and width requirements increase on sloping lots (see Chapter 22.73, Marin County Code).
- Design Review approval is required on vacant lots proposed for development that are at least 50% smaller than the required lot area (Section 22.82.025, M.C.C.).
- Setback requirements for corner lots, double frontage lots, and detached accessory structures may vary (see Chapter 22.72, M.C.C.).
- Setback requirements are measured from access easements/right-of-ways within yard areas; setbacks may be increased if a watercourse exists on or near a subject property (see Chapter 22.72, M.C.C. and DPW-Flood Control).
- Some architectural features (roof overhangs, chimneys, bay windows, etc.) may be permitted to encroach into the required setbacks (see Chapter 22.72, M.C.C.).
- Main buildings over 30 ft. in height require Design Review approval. Main buildings over 2 1/2 stories/35 ft. require Design Review and Variance approval.
- Maximum building height for detached accessory buildings is 1 story/15 ft. Accessory buildings over 1 story/15 ft. require Use Permit approval.
- All single-family dwellings greater than 4,000 sq. ft. require Design Review approval.
- For information regarding the calculation of FAR in the Tamalpais planning area, please refer to the Tamalpais Area Community Plan Program LU1.4a.

*Appendix D*  
**Environmental Review Fact Sheet**

# Marin County Community Development Agency

Alex Hinds, Director

## ENVIRONMENTAL REVIEW FACT SHEET

### DEFINITION

State law requires all government agencies to perform environmental review on projects which require government approval. Environmental review criteria and procedures are set by the California Environmental Quality Act (CEQA) and the Marin County CEQA Guidelines. The guidelines give specific information on what projects or activities are exempt from review, and criteria for determining whether a project should receive a Negative Declaration (declaration that the project would have no significant impact on the environment) or if an Environmental Impact Report (EIR) should be prepared. If a project is not exempt from environmental review, an Initial Study is prepared to determine whether a Negative Declaration or an EIR is appropriate. An EIR must be prepared if any of the effects of the project may have a substantial adverse impact on the environment, regardless of whether the overall effect of the project is adverse or beneficial.

### TIME FRAME FOR PROCESSING

Environmental review is processed along with an application for project development approval. The required time for processing environmental review will vary depending upon the complexity of the project and its potential environmental impacts. Environmental review must be completed before action can be taken on the merits of a project. Generally, action is taken on environmental review and on the merits of the project at the same public hearing. State law requires that all development projects be approved or denied within six (6) months from the date of acceptance if a Negative Declaration of Exemption is issued for the project, and within one (1) year if an EIR is required.

### ENVIRONMENTAL REVIEW PROCESS

**STEP 1** PRE-APPLICATION RESEARCH/REVIEW – Before submitting your application for development approval (i.e. application for a variance, tentative map, subdivision action), the applicant should determine what county regulations affect the project. At this point a call or visit to the Planning information counter will help you determine whether formal environmental review will be required for your project.

Generally, new construction of single-family dwellings, additions to existing structures, the adjustments of lot boundaries, and replacement or reconstruction of existing structures are categorically exempt from environmental review. Projects that increase or change the intensity of use, involve new construction of a multi-family residential structure or any new commercial structure, and projects involving land divisions generally require preparation of a Negative Declaration of an EIR.

**STEP 2** SUBMIT APPLICATION AT PLANNING INFORMATION COUNTER – If your project is not categorically exempt, you will be required to submit an Environmental Review Submission (attached to this fact sheet) with your Zoning/Development or Subdivision application. Please check with the counter planner if you have any questions regarding the Environmental Review Submission or the application. Incomplete or unclear applications will not be accepted for processing. The planner assigned to process your application will also process the environmental review of your project.

## **APPLICATION PROCESS (continued)**

**STEP 3** CATEGORICAL EXEMPTION – If your project is exempt from environmental review, a Notice of Exemption will be completed and submitted to the Community Development Agency’s Environmental Coordinator for review. If acceptable and appropriate, the Notice of Exemption will be filed with the County Clerk’s Office, and environmental review of your project is complete.

If the Environmental Coordinator determines that an exemption from environmental review is not appropriate for your project, you will be notified that an Initial Study is required and additional fees and an Environmental Review Submission must be submitted before further processing of your application can occur.

**STEP 4** INITIAL STUDY – The Initial Study is generally prepared by a staff planner to assess the potential for environmental impacts in order to determine whether an EIR or a Negative Declaration will be required. The initial study includes a checklist of potential environmental impacts for concerns such as geophysical factors, biotic communities, hydrology, air quality, natural resources, and other concerns such as conformance with general and specific plan designations, community/cultural factors, economics, transportation, public services and public utilities.

**STEP 5** INITIAL DETERMINATION – Based upon the initial study, the Environmental Coordinator will make one of the following two findings:

1. The project has “No Significant Impact” and therefore a “Negative Declaration” would be in order. (See Step 6) or
2. The project will have, or may have, a significant impact on the environment and therefore requires the preparation of an EIR. (See Step 7)

The Environmental Coordinator may determine that an EIR is not appropriate for the project but may require that additional studies (i.e. traffic, archaeological surveys, etc.) be conducted to augment the initial study. If additional studies are required, the applicant will be notified within 30 days from the date the application was accepted as complete.

**STEP 6** NEGATIVE DECLARATION – If it is determined that the proposed project will not have a significant effect on the environment, a Negative Declaration is prepared and a notice so stating is posted at two public places. Any citizen who believes that an EIR rather than a Negative Declaration should be prepared for the proposal may appeal to the Planning Commission within ten (10) days after the notice has been posted. If there is no appeal, environmental review of the project may proceed pursuant to Step 10 of this fact sheet. If an appeal has been filed, the Planning Commission will review the Initial Study and determine whether an EIR must be prepared in lieu of a Negative Declaration.

**STEP 7** PREPARATION OF DRAFT EIR – If it is determined that an EIR is required, a “Notice of Intent to prepare an EIR” is prepared and posted. Any citizen who believes that a “Negative Declaration rather than an EIR should be prepared for the proposal may appeal to the Planning Commission within ten (10) days after the notice has been posted. If an appeal has been filed, the Planning Commission will review the Initial Study and determine whether an EIR must be prepared in lieu of a Negative Declaration.

If an EIR is required, a draft EIR is first prepared. The time frame for this step averages two months and is primarily dependent on the scope and complexity of the proposed project and its impacts. The County will prepare the EIR by contract through a consulting firm. A fee will be charged to cover the cost of preparing the report and administering the process.

## **APPLICATION PROCESS (continued)**

- STEP 8** REVIEW OF DRAFT EIR – The Community Development Agency, Planning Division will distribute copies of the Draft EIR to those individuals and agencies on its designated review list. Additional copies may be sent to those who have a special interest in the project. A notice that the Draft EIR has been received and that copies are available for inspection will be posted. This review period must be in effect for a minimum of thirty (30) days.
- STEP 9** FINAL EIR – The planning staff or consultants working under the supervision of planning staff will then prepare a Final EIR after the review period. The Final EIR will consist of the Draft EIR with addenda containing all the comments received, a list of persons, organizations and public agencies commencing on the Draft EIR, and the responses of the County to significant environmental issues raised in the draft EIR and comments received.
- STEP 10** ADOPTION OF A NEGATIVE DECLARATION/CERTIFICATION OF FINAL EIR – The final reviewing authority (Planning Commission or Board of Supervisors) must adopt the Negative Declaration or certify the Final EIR prior to or at the time the merits of the project's application are finally considered. If not adopted or certified, the document is returned for further review or information. A Negative Declaration or EIR is used to assist the decision-making body in reviewing environmental impacts that may occur as a result of the development proposal. If the development application is approved, the final reviewing authority may impose conditions, as suggested in the EIR or Negative Declaration, to mitigate any significant adverse environmental impacts.

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## **FOR FURTHER INFORMATION**

- Visit the Marin County Community Development Agency - planning information counter at the Civic Center – Room 308, San Rafael, California, Monday through Friday (closed holidays), 8:00 – 4:00 p.m., or call (415) 499-6269.
- See Marin County Zoning Ordinance.

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## **ENVIRONMENTAL REVIEW SUBMITTAL REQUIREMENTS**

If environmental review is required, the following must be submitted:

1. A completed Environmental Review Submission Application accompanying your project application.
2. Any such material as may be required by the Planning Director or the Environmental Review Officer.
3. Filing fee (see Fee Schedule).

*Appendix E*  
**Planning Fee Schedule**

**COMMUNITY DEVELOPMENT AGENCY - PLANNING DIVISION FEES**

**FEES EFFECTIVE June 3, 2002**

<b>ZONING APPLICATION FEES (MARIN COUNTY CODE TITLE 22)</b>		
1.	a.	Use Permit and Amendment .....3,320
	b.	Use Permit and Amendment - Accessory Structures.....2,065
	c.	Use Permit for Second Unit.....2,100
	d.	Use Permit for Mobile Home .....1,375
	e.	Use Permit and Amendment - Large Family Day-Care .....500
	f.	Use Permit and Amendment - Child Day-Care Center .....500
	g.	Use Permit – Minor Amendment/Accessory Use.....1,035
2.	a.	Public Hearing Variance and Amendment .....2,520
	b.	Administrative Variance.....1,260
3.	a.	Sign Review .....895
	b.	Sign Permit.....365
4.		Tree Removal Permit .....115
5.		Design Review or Precise Development Plan
	a.	<u>Value of Project - Multi-family and Commercial</u>
		Under \$20,000 .....1,100
		\$20,000 - \$49,999 .....2,690
		\$50,000 - \$79,999 .....3,780
		\$80,000 - \$249,999 .....6,290
		\$250,000 - \$499,999 .....8,240
		\$500,000 - \$1,000,000 .....14,530
		Over \$1,000,000 .....24,595
	b.	Design Review/Single Family .....2,430
	c.	Design Review/Single Family - Minor or Amendment .....1,055
	d.	Design Review - Exemption Determination.....185
6.		Amendment to Design Review/Precise Development Plan
		<u>Value of Project</u>
		Under \$20,000 .....750
		\$20,000 - \$49,999 .....1,750
		\$50,000 - \$79,999 .....2,405
		\$80,000 - \$249,999 .....4,085
		\$250,000 - \$499,999 .....5,405
		\$500,000 - \$1,000,000 .....8,240
		Over \$1,000,000 .....12,300
7.		Coastal Permit/Amendment
	a.	Administrative .....695
	b.	Public Hearing .....1,145
	c.	Coastal Exclusion .....185
8.		Tidelands Permit .....1,105
9.		Master Plan
	a.	Non-Residential .....+0.125% improvement value .....15,620
	b.	Residential 1-4 units .....+110/unit .....10,815
	c.	Residential 5 units or more .....+110/unit .....20,135
	d.	Minor amendment .....3,495
	e.	Major amendment .....8,695
10.		Countywide or Community Plan or Coastal Plan Amendment .....6,940 (Amendments to Special Area Plans and other plans required by State law are included in this category)
11.		Rezoning .....8,355
12.		Street Name Change .....365
13.		Change in address initiated by property owner .....185
14.		Planning Review Fee of Building Permits
	a.	Building Permit (major plan checks) .....425 (\$55 for Building Inspection, \$370 for Planning plan check) plus \$70 for each additional detached unit when plan checks are submitted to the Planning Division - Community Development Agency when more than one residential dwelling unit is proposed under one application.
	b.	Structural plan check under 300 square feet.....185
	c.	Condition Compliance fee for multi-family and commercial projects..... varies 0.0725% of construction value over \$250,000 for multi-family projects of 3 or more units and for commercial projects.
	d.	Building Permit (minor plan checks) includes non-structural building improvements only.....185 (\$20 for Building Inspection; \$165 for Planning plan check) plus \$70 for each additional detached unit when plan checks are submitted to the Planning Division – Community Development Agency when more than one residential dwelling unit is proposed under one application.
	e.	Building Permit - (Solar Panels, Air Conditioners, Arbors, Trellises, Fences) .....100
	f.	Building Permit for Residential Accessory Structure in conjunction with Building Permit for House.....100 (\$18 for Building Inspection, \$82 for Planning plan check)
	g.	Long Range Planning Surcharge Based on Building Permit Fees, Marin County Code Title 19, collected by the Community Development Agency ..... 5%
15.	a.	Appeals to Planning Commission.....525
	b.	Appeals to Board of Supervisors .....675

16.	Extensions and Renewals	
a.	Extension of time to vest a Use Permit or Variance.....	460
b.	Use Permit Renewal.....	1,320
c.	Extension of time to vest a Design Review/Precise Development Plan .....	460
d.	Extension of time to vest a Master Plan .....	620
e.	Extension of time to vest a Coastal Permit.....	215

#### SUBDIVISION APPLICATION FEES (MARIN COUNTY CODE TITLE 20)

17.	Tentative Map, where Final Map required:	
a.	For the first 5 lots.....	8,755
b.	For each additional lot .....	+ 115
c.	For each lot proposed to be served by a septic tank.....	+ 115
d.	Minor Amendment.....	1,375
e.	Major Amendment.....	5,265
f.	Extension .....	460
18.	Tentative Map, where Parcel Map required:	
a.	For 4 or less lots.....	7,810
b.	For each lot proposed to be served by a septic tank.....	+ 115
c.	Minor Amendment.....	1,375
d.	Major Amendment.....	5,265
e.	Extension .....	460
19.	Planning Check Fee for Parcel and Final Maps .....	varies
	Billed at \$100.00 per hour, \$3,000 retainer for Parcel Maps and \$6,000 retainer for Final Maps due upon submission of Improvement Plans.	
20.	Lot Line Adjustment - no additional lot is to be created .....	635
21.	Reversion to Acreage .....	335
22.	Certificate of Compliance .....	965
23.	Certificate of Registration.....	335
24.	Single-Holding Form .....	335
25.	Merger Request .....	175

#### FLOATING HOME EXCEPTION APPLICATION (MARIN COUNTY CODE CHAPTER 19)

26.	a.	Floating Home Exception .....	2,575
	b.	Floating Home Architectural Deviation .....	365

#### CALIFORNIA ENVIRONMENTAL QUALITY ACT

27.	Environmental Review	
a.	Initial Study Deposit.....	2,290
b.	Categorical Exemption (Includes \$30 County Clerk filing fee.) .....	235
c.	Environmental Impact Review Administration Overhead .....	30%

#### 28. FOR INFORMATION ONLY: Fish and Game Fee pursuant to Assembly Bill 3158:

Fish and Game Fee - Negative Declaration (Includes \$30 County Clerk filing fee.) .....	1,280
Fish and Game Fee - EIR (Includes \$30 County Clerk filing fee.) .....	880

#### GENERAL PLANNING SERVICES

29.	a.	Property Status Determination and Research .....	varies
		\$90/hour, \$350 retainer upon submission of request.	
	b.	Preapplication Review .....	varies
		\$90/hour, \$350 retainer upon initiation of request.	
		For Projects involving a master plan, sub-division, plan amendment or rezoning.	
		Fee collected applied to subsequent application if submitted within one (1) year.	
	c.	Fee & Lien Release - Notice of Violation (Enforcement) .....	varies
		Based on the actual costs associated with recordation of the lien release.	
	d.	Zoning Enforcement .....	varies
		Zoning enforcement expenses will be billed on a time and materials basis at a rate of \$90/hour	
	e.	Public Convenience and Necessity Determination (ABC License) .....	550
	f.	Mitigation Monitoring and Condition Compliance Review.....	90/hr.
	g.	General Planning and Environmental Review.....	90/hr.

#### APPLICATION OF FEES

- A. Fees shall be submitted in full at the time of application submittal to the County.
- B. Pursuant to a written request, the Board of Supervisors may waive or reduce fees upon a finding that such waiver or reduction is in the public interest and that the applicant or appellant is unable to afford such fees.
- C. Portions of fees may be refunded upon withdrawal of the application; the amount of refund shall be determined by the Agency Director, based upon the amount of work done by the County prior to withdrawal.
- D. Full fee credits may be granted toward resubmittal of applications if applications are withdrawn and resubmitted within 60 days from the date of withdrawal with the prior written authorization of the Agency Director.
- E. In the event that any work has been undertaken or use made of the property without legal authority prior to completing the requisite procedures necessary to authorize such work or use, the applicant shall pay two times the specified amount, unless waived by the Agency Director based on a finding that such a waiver is in the public interest and that the applicant is expeditiously correcting the violation.
- F. Where a project requires more than one permit, the full fee shall be collected for each and every permit required.
- G. The Agency Director shall have the ability to waive or transfer from the In-Lieu Housing Trust Fund up to 100% of the planning fees for projects which include below market rate housing units subject to the requirement that the project meet the eligibility standards for state or federal housing funding. The amount of fees waived or transferred to be determined based on the proportion of the project which is below market rate housing and the permanency of the housing subsidy. The Agency Director is also authorized to waive 35% of the planning fees for projects undertaken by community-based non-profit agencies or organizations which provide services resulting in public benefits.

*Appendix F*  
**Summary of Implementing Programs**

## Summary of Marin County Housing Element Implementing Programs

Number	Implementing Program Title by Activity	Target Year	Responsible Agency
<b>1.0</b>	<b>Work Together to Achieve the Town's Housing Goals</b>		
H1.A	Coordinate Neighborhood Meetings	2002	CDA
H1.B	Prepare and Update Public Information Materials	2003	CDA; HAT
H1.C	Conduct Community Outreach Activities	Ongoing	CDA; MHA; CHS
H1.D	Collaborate to Implement an Inter-Jurisdictional Strategic Action Plan for Housing	2002	CDA; CWPA
H1.E	Undertake Coordinated Lobbying Efforts	2003	CDA; BOS; CC/CM
H1.F	Require Non-discrimination Clauses	2002 and Ongoing	CDA
H1.G	Respond to Complaints	Ongoing	CDA
<b>2.0</b>	<b>Maintain and Enhance Existing Housing and Blend Well-Designed New Housing into Existing Neighborhoods</b>		
H2.A	Clarify and Adopt Criteria for Use in Residential Design Review Process	2003	CDA; Others
H2.B	Consider Creating a Shared Architect or Designer Position	2003/2004	CDA
H2.C	Exceed Title 24 Requirements and Establish "Green" Building Standards and Processes	2003	CDA; Others
H2.D	Link Code Enforcement with Public Information Programs	2002	CDA; MHA
H2.E	Assist in Maximizing Use of Rehabilitation Programs	2003	CDA; MHA
H2.F	Constraints on the Development, Maintenance and Improvement of Housing for Persons With Disabilities	2003	CDA
H2.G	Monitor "At Risk" Units and Acquire Existing Affordable Rental Housing	2004	CDA
H2.H	Coordinate with Non-Profits for Volunteer Efforts	2003	CDA; Others
H2.I	Identify Mobile Home Park Ownership Opportunities	2005	CDA
<b>3.0</b>	<b>Use Our Land Efficiently to Meet Housing Needs and to Implement 'Smart' and Sustainable Development Principles</b>		
H3.A	Complete a Non-Residential Jobs/Housing Linkage Study	2002	CDA
H3.B	Adopt a Job/Housing Linkage Ordinance	2004	CDA; BOS
H3.C	Identify Existing Employee Housing Opportunities	2003	CDA; Others
H3.D	Establish Zoning for Live/Work Opportunities	2002-2004	CDA
H3.E	Modify Multi-Family Sites Zoning	2004	CDA
H3.F	Seek Increased Multi-Family Housing Opportunities	2004	CDA
H3.G	Apply CEQA Exemptions and Expedited Review	2002	CDA
H3.H	Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development.	2005	CDA
H3.I	Zone and Provide Appropriate Standards for SRO Units and Efficiency Apartments	2004	CDA
H3.K	Encourage Transfer of Development Rights (TDR)	2004	CDA
H3.L	Evaluate Government Property for Housing Potential	2004	CDA
H3.M	Review and Update Parking Standards	2004	CDA; PW
H3.Q	Establish Transit Oriented Development (TOD) Zoning Standards	2004	CDA; PW
H3.R	Identify and Designate TOD Sites	2004	CDA; CWPU
H3.S	Establish Mixed Use Development Standards and Incentives	2004	CDA
H3.T	Prepare a "White Paper" on Mixed Use Housing Development Feasibility	2003	CDA
H3.U	Conduct a Survey of Potential Mixed Use Sites	2002	CDA
H3.V	Enact Density Bonus Zoning and Other Incentives	2004	CDA

H3.BB	Seek Effective Ways to Apply Environmental Review for Designated Housing Opportunity Sites	2003	CDA
H3.CC	Link to Funding Resources	2002	CDA
H3.DD	Evaluate the Feasibility and Impacts of Revising the Inclusionary Housing Regulations	2003	CDA
H3.EE	Work with the Marin Housing Authority	2002 and Ongoing	CDA; MHA
H3.FF	Prepare a "White Paper" on Rental Units	2005	CDA
H3.GG	Modify Second Unit Development Standards and Permit Process	2004	CDA; PC; BOS
H3.HH	Establish an Amnesty Program for Un-Permitted Second Units	2004	CDA; PC; BOS
H3.II	Establish a Clearinghouse for Second-Unit Technical Advice.	2004	CDA; HAT

Number	Implementing Program Title	Target Year	Responsible Agency
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#### 4.0 Provide for Special Needs Populations that is Coordinated with Support Services

H4.A	Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities	Ongoing	CDA
H4.B	First Time Homebuyer Programs	2003	CDA
H4.C	Government Employees Housing	2003	CDA
H4.D	Coordinate Efforts in the Effective Use of Available Rental Assistance Programs	Ongoing	CDA; MHA
H4.E	Engage in a Countywide Efforts to Address Homeless Needs	2002	CHS; HHS

#### 5.0 Build Local Government Institutional Capacity and Monitor Accomplishments to Respond to Housing Needs Effectively Over Time

H5.A	Update Housing Trust Fund Ordinance and Operating Procedures	2003	CDA; HAT; BOS
H5.B	Seek Additional Local Sources of Funding	2003; Ongoing	CDA; HAT; BOS
H5.C	Designate Staff to Develop Local Funding Sources	2002	CDA
H5.D	Coordinate Funding Among Development Proposals	Ongoing	CDA; HAT
H5.E	Conduct an Annual Housing Element Review	Annually	CDA
H5.F	Update the Housing Element Regularly	2006	CDA
H5.G	Support Establishment of a Countywide Housing Assistance Team (HAT)	2002	CDA; BOS
H5.H	Support Establishment of a Permanent County "Affordable Housing Strategist" Position	2002	CDA; BOS
H5.I	Conduct Staff Training	2003	CDA; HAT
H5.J	Support Establishment of a Countywide Housing Data Clearinghouse; HAT	2002	CDA; HAT

CDA	Community Development Agency
BOS	Board of Supervisors
PC	Planning Commission
CHS	Continuum of Housing and Services
MHA	Marin Housing Authority
MCF	Marin Community Foundation
PW	Public Works Department
CWPU	Countywide Plan Update
HAT	Marin County "Housing Assistance Team" (if created, funded, and implemented at a countywide level)
CWPA	Countywide Planning Agency
CC/CM	City Councils and City Managers
HHS	Department of Health and Human Services

Summary of Marin County Housing Element Implementing Programs			
		<i>Programs by date of completion</i>	
Target Year		Implementing Program Title	Responsible Agency
2002	H1.A	Coordinate Neighborhood Meetings	CDA
2002	H1.B	Conduct Community Outreach Activities	CDA
2002	H1.F	Require Non-discrimination Clauses	CDA
2002	H1.G	Respond to Complaints	CDA
2002	H2.A	Exceed Title 24 Requirements and Establish "Green" Building Standards and Processes	CDA; Others
2002	H2.C	Link Code Enforcement with Public Information Programs	CDA; MHA
2002	H3.A	Complete a Non-Residential Jobs/Housing Linkage Study	CDA
2002	H3.E	Apply CEQA Exemptions and Expedited Review	CDA
2002	H3.R	Link to Funding Resources	CDA
2002	H3.W	Work with the Marin Housing Authority	CDA; MHA
2002	H4.A	Government Employees Housing	CDA
2002	H4.B	First Time Homebuyer Programs	CDA
2002	H4.C	Coordinate Efforts in the Effective Use of Available Rental Assistance Programs	CDA; MHA
2002	H4.D	Engage in a Countywide Efforts to Address Homeless Needs	CHS; HHS
2002	H5.B	Coordinate Funding Among Development Proposals	CDA; HAT
2002	H5.C	Support Establishment of a Countywide Housing Data Clearinghouse; HAT	CDA; HAT
2002	H5.D	Support Establishment of a Permanent County "Affordable Housing Strategist" Position	CDA; BOS
2002	H5.F	Support Establishment of a Countywide Housing Assistance Team (HAT)	CDA; BOS
2003	H1.C	Prepare and Update Public Information Materials	CDA; HAT
2003	H1.D	Collaborate to Implement an Inter-Jurisdictional Strategic Action Plan for Housing	CDA; CWPA
2003	H1.E	Undertake Coordinated Lobbying Efforts	CDA; BOS; CC/CM
2003	H2.D	Assist in Maximizing Use of Rehabilitation Programs	CDA; MHA
2003	H3.B	Adopt a Job/Housing Linkage Ordinance	CDA; BOS
2003	H3.C	Identify Existing Employee Housing Opportunities	CDA; Others
2003	H3.O	Conduct a Survey of Potential Mixed Use Sites	CDA
2003	H3.P	Prepare a "White Paper" on Mixed Use Housing Development Feasibility	CDA
2003	H3.S	Conduct a Detailed Affordable Housing Sites Feasibility Study	CDA; HHS; CHS
2003	H3.X	Revise the Inclusionary Housing Regulations	CDA
2003	H5.A	Update Housing Trust Fund Ordinance and Operating Procedures	CDA; HAT; BOS
2003	H5.G	Conduct Staff Training	CDA; HAT
2003	H2.F	Constraints on the Development, Maintenance and Improvement of Housing for Persons With Disabilities.	CDA
2004	H2.B	Clarify and Adopt Criteria for Use in Residential Design Review Process	CDA; Others
2004	H2.E	Monitor "At Risk" Units and Acquire Existing Affordable Rental Housing	CDA
2004	H3.F	Modify Multi-Family Sites Zoning	CDA
2004	H3.G	Seek Increased Multi-Family Housing Opportunities	CDA
2004	H3.H	Zone and Provide Appropriate Standards for SRO Units and Efficiency Apartments	CDA
2004	H3.J	Evaluate Government Property for Housing Potential	CDA
2004	H3.K	Encourage Transfer of Development Rights (TDR)	CDA
2004	H3.L	Review and Update Parking Standards	CDA; PW
2004	H3.M	Establish Transit Oriented Development (TOD) Zoning Standards	CDA; PW
2004	H3.N	Identify and Designate TOD Sites	CDA; CWPU
2004	H3.Q	Establish Mixed Use Development Standards and Incentives	CDA
2004	H3.T	Enact Density Bonus Zoning and Other Incentives	CDA
2004	H3.U	Prepare a "White Paper" on Ways to Facilitate Smaller Affordable Housing Projects	CDA
2004	H3.Y	Modify Second Unit Development Standards and Permit Process	CDA; PC; BOS
2004	H3.Z	Establish an Amnesty Program for Un-Permitted Second Units	CDA; PC; BOS
2005	H3.I	Encourage Co-Housing, Cooperatives, and Similar Collaborative Housing Development.	CDA
2005	H3.V	Develop an "Affordable Housing Overlay Zone" Zoning Designation	CDA
2002-2004	H3.D	Establish Zoning for Live/Work Opportunities	CDA
Annually	H5.E	Conduct an Annual Housing Element Review	CDA
	CDA	Community Development Agency	
	BOS	Board of Supervisors	
	PC	Planning Commission	
	CHS	Continuum of Housing and Services	